

**ETHICS IN PERSONNEL RECRUITMENT AND SELECTION PROCESSES IN THE
DEPARTMENT OF HUMAN SETTLEMENTS, MPUMALANGA PROVINCE**

by

TSAKANI MAVIS MANYANGE

(MINI-) DISSERTATION

Submitted in partial fulfillment of the requirements for the degree of

MASTER OF PUBLIC ADMINISTRATION

in the

FACULTY OF MANAGEMENT AND LAW

(Turfloop Graduate School of Leadership)

at the

UNIVERSITY OF LIMPOPO

Supervisor: Professor Zwelibanzi Mpehle

2017

DECLARATION

I declare that **ETHICS IN PERSONNEL RECRUITMENT AND SELECTION PROCESSES IN THE DEPARTMENT OF HUMAN SETTLEMENTS, MPUMALANGA PROVINCE** (mini-dissertation) submitted to the University of Limpopo, for the degree of Master of Public Administration has not been previously submitted by me for a degree at this or any other university; that it is my work in design and in execution, and that all material contained herein has been duly acknowledged.

Manyange TM (Mrs)

Date

ACKNOWLEDGEMENTS

Most of all I honour God who has been my pillar of strength. He gave me wisdom and perseverance to complete my studies.

My gratitude also goes to the following people and organisations:

- My Supervisor, Professor Zwelibanzi Mpehle for his proficient supervision and endless effort in helping me write this dissertation
- My lovely husband, Johannes Manyange for being a source of inspiration and always reminding me to write even if I did not feel like writing
- My children Ndzhaka and Ndzima for understanding when I was constantly busy
- Mpumalanga Department of Human Settlements for giving me permission to conduct the research
- All officials of the Department who contributed to making this dissertation successful.
- Molly Mathye, Amanda Maré and Boyce Dennison for contributions to this study

DEDICATION

I dedicate this research to my lovely husband Johannes who has been my inspiration; always encouraging and supporting me throughout the study. My dedication also goes to my children Ndzhaka and Ndzima for understanding when I told them that Mommy is busy; Rifuwo my boy this is for you too. I appreciate my Mother, Sayina Girly Novela for her efforts in raising me as a single parent ensuring that I get education in tough situations without any lavish materials. Lastly, my dedication goes to my late grandmother Muhlava Modjadji Maluleke for taking care of me and sacrificing her pension money for the sake of my studies.

ABSTRACT

In the pre-democratic era, recruitment and selection practices in South Africa were generally based on segregationist policies and legislation that reserved most skilled jobs for white employees. The post 1994 Constitution brought a new dimension by introducing principles that promote fair, non-bias, objective and equitable recruitment. The motivation is derived from section 195 1 (i) of the Constitution of Republic of South Africa of 1996 which states that employment of personnel should be fair, without prejudice, objective and should represent the demographics of South Africa. Section 195 (i) stipulates that the employment of personnel should be "...based on ability, objectivity, fairness, and the need to redress the imbalance of the past...". The Public Service Act 103 of 1994, section 11 stipulates that in the filling of posts in the public service due consideration must be given to democratic values and principles, and appointments should be based on qualifications, skills and competencies. Furthermore, the Public Service Regulation 2001 states that the persons who are recommended for appointment in a position must have the necessary skills and competencies, and that the process must be fair and unbiased. Equally, the Employment Equity Act (1998) prohibits discrimination in employment that is based on race, gender, religion, nationality, disability, etc.

Within this context, the aim of the study was to determine if the Mpumalanga Department of Human Settlements adheres to ethics in its recruitment and selection processes as stipulated by various legislations. The ethics would include recruiting and selecting people with relevant qualifications, skills, and competencies in a fair and unbiased manner by following the right procedures. Relying on a mixed methods research design, the study used interviews and questionnaires to elicit data from 50 employees in the Mpumalanga Department of Human Settlements. The study found that the MDHS had policies and strategies to promote ethics in its recruitment and selection processes; although these were hampered by weak implementation efforts. Incidents of

favouritism, nepotism, political interference and lack of confidentiality were experienced in recruitment and selection of employees.

In some cases, appointed candidates lacked the necessary skills and qualifications. Given this, it was recommended, *inter alia*, that implementation of ethics policies and strategies should be improved to ensure integrity and compliance in recruitment and selection processes within the MDHS environment.

ABBREVIATIONS AND ACRONYMS

BCEA	Basic Condition of Employment Act, 1997
DPSA	Department of Public Service and Administration
EEA	Employment Equity Act, 1998
HRM	Human resource management
LRA	Labour Relations Act, 1995
MDHS	Mpumalanga Department of Human Settlements
PSC	Public Service Commission
PSA	Public Service Act, 1994
RSA	Republic of South Africa
SAQA	South African Qualifications Authority
SPSS	Statistical Package for the Social Sciences
WHRM	White paper on human resource management in public service
UNGC	United Nations Global Compact

LIST OF FIGURES

Figure 1: Total respondents of the study.....	47
Figure 2: Occupation of respondents	58
Figure 3: Respondents' level of education	59
Figure 4: Respondents' race	60
Figure 5: Respondents' age	61
Figure 6: Respondents gender.....	62
Figure 7: Knowledge of policies enhancing ethics in recruitment/selection.....	63
Figure 8: Ethical conduct	65
Figure 9: Knowledge of processes.....	66
Figure 10: Implementation of ethics policies in recruitment and selection	67
Figure 11: Need for improvement in implementation of policies	68
Figure 12: Fairness of panel members	69
Figure 13: Views on nepotism and favouritism.....	71
Figure 14: Consequences for non-adherence to policies.....	72
Figure 15: Consideration of skills, qualifications and experience by panel	73
Figure 16: Appointment of right people	74

LIST OF TABLES

Table 1 Biographical information of participants	48
--	----

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENTS.....	iii
DEDICATION.....	iv
ABSTRACT.....	v
ABBREVIATIONS AND ACRONYMS.....	vii
LIST OF FIGURES.....	viii
LIST OF TABLES.....	viii

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND OF THE STUDY.....	1
1.2 PROBLEM STATEMENT.....	3
1.3 MOTIVATION/ RATIONALE OF THE STUDY.....	4
1.4 SIGNIFICANCE OF THE STUDY.....	5
1.5 AIM OF THE STUDY.....	6
1.6 OBJECTIVES OF THE STUDY.....	6
1.7 RESEARCH QUESTIONS.....	7
1.8 DEFINITION OF CONCEPTS.....	7
1.8.1 Ethics.....	7
1.8.2 Recruitment.....	7
1.8.3 Selection.....	8
1.8.4 Qualified Candidates.....	8
1.8.5 Skills.....	8
1.8.6 Competencies.....	9
1.9 CHOICE AND RATIONALE OF RESEARCH DESIGN.....	9
1.9.1 Study Area.....	11
1.9.2 Population.....	11
1.9.3 Sample, Sampling Methods and Size.....	11

1.9.4	Data collection	11
1.9.5	Data analysis	12
1.10	ETHICAL CONSIDERATIONS.....	13
1.11	OUTLINE OF THE DISSERTATION.....	14
1.12	RESEARCH LIMITATIONS.....	15

CHAPTER TWO: LITERATURE REVIEW

2.1	INTRODUCTION	16
2.2	ETHICS AS A CONCEPT	17
2.3	GLOBAL PERSPECTIVE OF ETHICS.....	18
2.3.1	Ten Principles of United Nations Global Compact (UNGC)	18
2.4	ETHICS IN PUBLIC ADMINISTRATION.....	20
2.5	ETHICS IN RECRUITMENT AND SELECTION OF EMPLOYEES	22
2.5.1	Recruitment	23
2.5.2	Selection	23
2.5.3	Importance of ethics in recruitment and selection processes.....	24
2.5.3.1	Identifying values/ ethics profile	24
2.5.3.2	Involvement of Human Resource/ Personnel.....	25
2.5.3.3	Pre-screening	25
2.5.3.4	During the interview	26
2.6	UNETHICAL CONDUCT IN RECRUITMENT AND SELECTION	26
2.6.1	Corruption	27
2.6.2	Favouritism	27
2.6.3	Nepotism.....	28
2.7	LEGISLATIVE/POLICY FRAMEWORKS: RECRUITMENT AND SELECTION	28
2.7.1	Constitution of the Republic of South Africa, 1996.....	29

2.7.2	Public Service Act, 1994 (PSA)	30
2.7.3	Employment Equity Act No. 55 of 1998 (EEA)	31
2.7.4	Labour Relations Act, 66 of 1995 (LRA)	31
2.7.5	Basic Conditions of Employment Act No. 75 of 1997(BCEA)	31
2.7.6	Code of Conduct for the Public Service	32
2.8	SERVICE STANDARDS FOR THE MDHS	33
2.9	CONCLUSION	34

CHAPTER THREE: RESEARCH METHODOLOGY

3.1	INTRODUCTION	36
3.2	RESEARCH DESIGN	36
3.2.1	Qualitative Approach	37
3.2.2	Quantitative Approach	37
3.3	POPULATION	38
3.4	SAMPLING	38
3.5	DATA COLLECTION METHODS	39
3.5.1	Primary data	39
3.5.1.1	Interviews	40
3.5.1.2	Questionnaires	40
3.5.2	Secondary data	41
3.6	DATA ANALYSIS	41
3.7	ETHICAL CONSIDERATIONS	42
3.7.1	Informed consent	43
3.7.2	Right of participants' privacy	43
3.7.3	Plagiarism	43
3.7.4	Permission sought	43

3.8 RESEARCH LIMITATIONS.....	44
3.9. CONCLUSION.....	45

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION.....	46
4.2 PRESENTATION OF DATA FROM INTERVIEWS.....	47
4.2.1 Biographical Information of Participants.....	48
4.2.2 Response on understanding of recruitment and selection processes.....	49
4.2.3 Knowledge of strategies enhancing ethical standards in recruitment and selection.....	49
4.2.4 Adherence to strategies and ethical standards in recruitment and selection processes	50
4.2.5 Knowledge of legislations governing recruitment and selection of personnel in Public Service	51
4.2.6 Adherence to Legislations.....	51
4.2.7 Consideration of qualifications and skills in recruitment and selection of personnel.....	52
4.2.8 Consideration of experience in recruitment and selection of personnel.....	53
4.2.9 Role of panel members in recruitment and selection of personnel.....	54
4.2.10 Practicing of Fairness by Panel Members.....	54
4.2.11 Involvement and experience of respondents in recruitment and selection processes.....	55
4.2.12 Ethical challenges in recruitment and selection processes.....	55
4.3 PRESENTATION OF DATA FROM QUESTIONNAIRES.....	57
PART 1: PERSONAL INFORMATION OF PARTICIPANTS.....	57
4.3.1 Responses according to occupation.....	57
4.3.2 Responses according to level of education.....	58
4.3.3 Responses according to race.....	59
4.3.4 Responses according to age.....	60

4.3.5	Responses according to gender	61
PART 2: POLICIES PROMOTING ETHICAL STANDARDS IN RECRUITMENT AND SELECTION PROCESSES WITHIN THE MDHS		62
4.3.6	Response on the question of knowledge of strategies/policies enhancing ethical standards in recruitment and selection processes.....	62
4.3.7	Response on who is involved in recruitment and selection processes and reasons.....	63
4.3.8	Response on whether panel members follow ethical conduct.....	64
PART 3: ADHERENCE TO RECRUITMENT POLICIES AND LEGISLATIONS.....		65
4.3.9	Response on knowledge of prescribed processes.....	65
4.3.10	Response on whether any of the participants were given any training relating to recruitment and selection of employees.....	66
4.3.11	Response on whether the recruitment and selection policies are being followed or implemented within the Department.....	66
4.3.12	Response on whether the adherence to policies and ethical processes in recruitment and selection processes of employees need to improve.....	67
4.3.13	Response on fairness of panel members during recruitment and selection processes within the Department.....	69
4.3.14	Views on Nepotism and favouritism during recruitment and selection processes of employees	70
4.3.15	Response on whether there are consequences for employees who do not follow recruitment and selection procedures/ policies.....	71
4.3.16	Response on consideration of skills, relevant qualifications and experience of candidates by recruitment and selection panel	72
4.3.17	Opinion on the MDHS recruiting and appointing the right people with relevant qualifications, skills and experience to the post advertised concord.....	73
4.3.18	General views of participants.....	75
4.4	CONCLUSION.....	76

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1	INTRODUCTION.....	78
5.2	SUMMARY OF RESEARCH FINDINGS.....	79
5.3	CONCLUSIONS.....	80
5.4	RECOMMENDATIONS.....	81
5.4.1	Policies relating to ethics should be emphasised by the top management in such a way that training and adherence should be compulsory.	81
5.4.2	The Declaration of Secrecy should be binding to all panel members who undertake the Oath; consequences of bridging the oath should be implemented. .	81
5.4.3	Ethics should be incorporated as one of the key performance areas of officials within the Department to ensure ownership and accountability.	82
5.4.4	Political interference should be curbed; so that candidates can be selected and appointed based on qualifications, skills and potential.	82
5.5	AREAS FOR FUTURE RESEARCH.....	83
5.6	FINAL REMARKS	83
	BIBLIOGRAPHY.....	85

LIST OF ANNEXURES

Annexure A: Interview Schedule.....	94
Annexure B: Questionnaire.....	101
Annexure C: Request to conduct study: Mpumalanga Department of Human Settlements.....	109
Annexure D: Letter of Consent to Participants.....	110
Annexure E: Editor's confirmation letter.....	111

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 BACKGROUND OF THE STUDY

Ethics is one of the fundamental requirements of effective human resource management in any organisation (Brand, 2008:205-208). Ethical recruitment and selection can play a pivotally important role in shaping an organisation's effectiveness and performance, especially if it is able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities (Rees and French, 2010:174). Ethical hiring means disregarding unethical practices that condone discrimination on the basis of race, gender, disability, nationality, religion, *etc.* (Mhonderwa, 2016:1).

Furthermore, Armstrong (2006:663) emphasises that it is important for organisations to continually assess the strengths and weaknesses of their recruitment strategies; as they might increase or restrict access to both job and training opportunities. The analysis of strengths and weaknesses should cover such matters as the national or local reputation of the organisation, pay, employee benefits and working conditions, the intrinsic interest of the job, security of employment, opportunities for education and training, career prospects, and the location of the office or plant.

In this context, Murray (1997:153) states that one of the prime responsibilities of public institutions is to build an environment that is fair, just and transparent. In recent years, public institutions around the world have given more attention to ethical practices in the recruitment and selection processes. The South African public institutions as part of the global world also give emphasis on issues of ethics when it comes to employment. Section 195 (i) of the Constitution of the Republic of South Africa of 1996 stipulates that the employment of personnel should be "...based on ability, objectivity, fairness, and the need to redress the imbalance of the past..." This therefore implies that both public and private institutions should engage in an objective and fair process in the recruitment and

selection of employees, and the appointment of persons be regulated by policies. Also the Public Service Act 103 of 1994, section 11 stipulates that in the filling of posts in the public service due consideration must be given to democratic values and principles, and appointments should be based on qualifications, skills and competencies.

Furthermore, the Public Service Regulation 2001 states that the persons who are recommended for appointment in a position must have the necessary skills and competencies, and that the process must be fair and unbiased. Banfield and Kay (2008:63) indicate that even if the organisation can have proper systems, strategies and resources, its success depends on the competency of the appointed personnel in the right positions. In order for an organisation to be efficient in service delivery there needs to be qualified, skilled and competent candidates appointed in various positions. It therefore becomes imperative that the recruitment and selection processes have to be done in a fair, equitable and ethical manner.

The Mpumalanga Provincial government as part of the government needs to adhere to the legislations that are stipulated at national level to promote good practice of recruitment and selection of personnel within public service. The recruitment and selection policy for the Mpumalanga Department of Human Settlements (2009:3-5) provides that the objective of the recruitment and selection policy is to ensure fairness, equity and also to comply to the Constitution of the Republic of South Africa and prescripts as Public Service Acts, Employment Equity Act and other prescripts.

It is upon this premise that the researcher had to engage in a research that determined as to whether the Mpumalanga Department of Human Settlements stick to or conforms to the principles as stipulated by the above legislations in its recruitment and selection processes.

1.2 PROBLEM STATEMENT

Recruitment and selection of personnel within public institution forms an integral part of success and performance of public institutions. According to Maynooth University (2006:4) the success of any organisation is based on recruitment and selection of the best, suitable candidate who is qualified and competent to do the job appointed for. This implies that an organisation that recruits people who are qualified, skilled and with required competencies will contribute to the high performance of an organisation

The Report of the Portfolio Committee on Human Settlements on Budget Votes 31(2013: Online) the Department of Human Settlements in Mpumalanga has been plagued by negative reports as far as performance is concerned from the Auditor General on the 2012/2013 financial year which is under spending, lack of programme monitoring systems, and work done by inexperienced officials, and contractors who were appointed to do a specific work did not have the necessary capacity. There are houses which are without basic services as a result of inadequate planning, improper contractors who are not properly monitored (Parliamentary Communication Services, 2011).

In November 2012 the top management of the Mpumalanga Department of Human Settlements was reshuffled by the Premier, Honourable D.D Mabuza because the Department failed to deliver 10 980 low cost houses (this includes those carried over from the previous year, which is 2010) as at the end of 2011/2012 financial year, but instead only delivered 3900 (South African press association, 2012).

Select committee on Public Accounts Reports (2014:4) states that it has noted that the Mpumalanga Department of Human Settlements has failed to achieve 69% of the planned target while 95 % of the budget was spent during the financial year 2012/2013.

During the financial year 2011/2012, the Mpumalanga Department of Human Settlements received a number of five grievances which were related to recruitment and

selection processes; whereas during the financial year 2012/2013 a total number of 33 grievances which are related to recruitment were received. The Auditor-General raised consistent audit queries for the previous financial years from 2011/2012 to 2014/2015 that concerns recruitment and selection processes. During the financial year 2014/2015, five misconduct cases relating to recruitment and selection were also received. Dispute concerning appointments of advertised positions were lodged with Commission for Conciliation Mediation and Arbitration by organised labour regarding dissatisfaction with the recruitment and selection processes between stated financial years.

These therefore raise the following questions: Does the Mpumalanga Department of Human Settlements follow the right processes in recruitment and selection of personnel? Do officials participating in the recruitment and selection processes have the necessary skills and competency to facilitate the processes? Do officials adhere to ethical norms and standards in the facilitation of the processes?

1.3 MOTIVATION/ RATIONALE OF THE STUDY

In the pre-democratic era, recruitment and selection practices in South Africa were largely based on segregationist policies and legislation, resulting in the exclusion of blacks from most skilled jobs. However, with the advent of democracy in 1994, the new democratic constitution introduced principles that promote fair, non-bias, objective and equitable recruitment. The motivation was derived from section 195 1 (i) of the Constitution of Republic of South Africa of 1996 that states that employment of personnel should be fair, without prejudice, objective and should represent the demographics of South Africa.

In addition to these constitutional values, the White Paper on Human Resource Management in the Public Services (1997) also provided the impetus for conducting this inquiry. Specifically, the WHRM's mission statement states that Human Resource Management in the Public Service should become a model of excellence, in which

service to society stems from individual commitment instead of compulsion. The management of people should be regarded as a significant task for those who have been charged with the responsibility and should be conducted in professional manner. In respect of HRM recruitment practices, the White Paper provides that cost effective recruitment strategies will be designed to reach and attract candidates from all sections of the population; and to maximise recruitment among people from historically disadvantaged groups.

The researcher was also prompted to pursue the study on the grounds of recent researchers such as Motsoeneng (2011) who conducted a study on recruitment policies and selection practices, the influence was the fact that no research was conducted on perception of public service policies in recruitment but rather in other topics and the findings reveals that the policies are not given proper attention. Buhasio (2012) focused on challenges facing employees in recruitment and selection among non-governmental organisation, the researcher wanted to investigate those problems, the findings indicated that there are indeed lot of challenges; however the study was limited because no solutions or recommendations presented. The researcher saw it necessary to investigate on ethics in recruitment and selection processes in the Department of Human Settlements in the Mpumalanga Province as there has not been a research of this nature conducted before within the Department. Furthermore, the researcher as an employee of the Department has observed people without qualifications and skills appointed to positions in which they do not qualify.

1.4 SIGNIFICANCE OF THE STUDY

The study will benefit the Mpumalanga Department of Human Settlements in ensuring that it adheres to ethical behaviour or standards in recruitment and selection processes, and also ensure that there are strategies in place to alleviate unethical practices in recruitment and selection processes. The other departments in the province and the South African government will also benefit from the findings and recommendations of

the study, as public institutions will be alerted on the importance of adhering to organisations' policies on ethics in the recruitment and selection of personnel in order to ensure the organisation's integrity in its general performance. Also the HR practitioners will be alerted that ethics form the bases in recruitment and selection processes for the betterment of organisation's performance. The study and its recommendations will also contribute to the body of knowledge more especially in the topics of ethics, recruitment and selection processes.

1.5 AIM OF THE STUDY

The aim of the study was to determine if the Mpumalanga Department of Human Settlements adheres to ethics in its recruitment and selection processes as stipulated by various legislations. The ethics include recruiting and selection of relevant people with relevant qualifications, skills, and competencies in a fair and unbiased manner by following the right procedures.

1.6 OBJECTIVES OF THE STUDY

Given the above, the objectives of the study are:

- To ascertain if the Department of Human Settlements in the Mpumalanga Province has strategies in place to enhance ethical standards in the recruitment and selection processes of personnel;
- To investigate if the recruiting and selection processes are adhered to as per the relevant policies and legislations.

1.7 RESEARCH QUESTIONS

Guided by the aforementioned objectives, this study sought to address the following research questions:

- What are the strategies put in place by the Department of Human Settlements in the Mpumalanga Province to enhance ethical standards in the recruitment and selection processes of employees?
- Do the recruitment and selection processes in the Mpumalanga Department of Human Settlements adhere to relevant policies and legislations?

1.8 DEFINITION OF CONCEPTS

The following concepts, which underpin the study, are now defined:

1.8.1 Ethics

Andrews (1995:37) in Van der Waldt (2013:4) defines ethics as regulated standards and guidelines that governs the public service conducts to behave in a moral and acceptable manner. According to Soanes and Hawker (2005:341) “ethics is a set of principles concerning right and wrong and how people should behave; and the branch of philosophy concerned with moral principles. Consideration of ethics is important as the researcher believes that ethical hiring would improve the integrity and performance of public institutions.

1.8.2 Recruitment

The human resource recruitment process includes the defining of requirements for positions and attraction of candidates by advertising those opportunities in media communications (Nel, Gerber, van Dyk, Haasbroek, Schultz and Werner, 2001:160-161). Rees and French (2010:173) argue that recruitment and selection is a complex

process that requires qualified and experienced human resource practitioners to ensure that it is done properly and ethically at all times.

1.8.3 Selection

Nel, Gerber, Van Dyk, Hassabroek and Werner (2001:241) states that selection is a process of appointing the best suitable candidates who meet the requirements of the position and the organisation after subjected to various interviews and tests. In the increasingly diversified workplace, the use of appropriate, valid and reliable selection tools become even more critical (Armstrong, 2006 and Casio, 2003).

1.8.4 Qualified Candidates

A qualified person is someone who meets the necessary requirements, expertise and skills that is required to occupy a specific position in an organisation. Qualifications are regarded as formal documents that were acquired after the completion of a specific study regarding a particular field in which is enable a person to be recognised for a particular job (Little Oxford Dictionary, 2006:562). A candidate is a job applicant who meets the minimum requirements of a job and has been selected for competition with other candidates (Rees & French, 2010:7).

1.8.5 Skills

According to Ivanovic and Collin (2003:241), a skill is the ability to do something you have been trained to do. Heery and Noon (2001:333) define a skill as a task that a person can perform at a satisfactory level. This could indicate the person's current level of performance, which is also known as competence. Consideration of skills in recruitment and selection is key to attracting and hiring employees who are capable and able to do the job. Conversely, hiring people without the necessary could be detrimental to the performance of the organisation in the long term. This is particularly true for public institutions which serve multiple stakeholders with varied needs and expectations.

1.8.6 Competencies

Competencies are defined as a combination of specific skills, knowledge that employees obtained through training and can also be regarded as general skill that institutions set as pre-requisite for selection to occupy a position (Cook, 1998:27). In other words, competence is the skills and talents needed to perform a particular task to a certain standard (Heery & Noon, 2001:49). Similarly, Ivanovic and Collin (2003:54) define competence as the set of duties or tasks performed as part of a job and which are performed in accordance with the standards that should be achieved in executing those duties or tasks. To be skilled means having the ability to perform a task at a satisfactory level because one has been trained to do so. Ethical hiring, therefore, means that the competences of applicants should be factored into the selection process to ensure consistency and fairness.

1.9 CHOICE AND RATIONALE OF RESEARCH DESIGN

Mouton (2013:55-57) defines a research design as a plan of how a researcher is intending to conduct the research - and for data collection. A research design focuses on the end product and the logic and the kind of evidence that is required to answer or address the research question. There are two types of research design: qualitative and quantitative. Reid and Smith (1981) in De Vos (2002:105) state that qualitative research attempts to get first-hand information, the understanding of the phenomena and flexibility in data collection by methodology used is participants' observation, unstructured interviews to capture in-depth knowledge for the guidance of the study. The advantage of this approach is that information acquired is first hand and accurate, therefore its preferences are of important to the study that will be conducted.

Creswell (1998:16) in De Vos et al (2002:106) states that undertaking a qualitative study is very important for the researcher to explore the topic and allows individuals to study in their natural outlining. The researcher can narrate the story from the participants'

point of view; the researcher will not judge the participant. The main purpose of qualitative research is to create better understanding and ensure that the environment and insight of human kind is improved (Garbers, 1996:283). Qualitative methodology defines the detection of a real life understanding from participants of the study and those participating have ownership to their written or verbal words communicated to the researcher (Brynard and Hanekom, 2006:37).

Quantitative research refers to amount of something and things that can be measured in terms of numbers and or statistics; it entails survey, structured interviews and structured observation (Garbers, 1996:282-283). The study will be mainly qualitative because the researcher would like to utilise first-hand information through interviews, and documents materials. However the researcher will also consider quantitative research because would like to investigate statistics or the number of qualified employees versus the number of unqualified employees within the Mpumalanga Department of Human Settlements, therefore the study will consider both qualitative and quantitative research.

Mixed methods research focuses on collecting, analyzing, and mixing both quantitative and qualitative data in a single study or series of studies. Its central premise is that the combined use of quantitative and qualitative approaches provides a better understanding of research problems than either approach alone. In mixed methods research, researchers are given permission to use all of the tools of data collection available rather than being restricted to the types of data collection typically associated with qualitative research or quantitative research. This method is practice because individuals tend to solve problems using both numbers and words, i.e. they combine inductive and deductive thinking (Creswell, 2006:5). It is in this context that the researcher chose a mixed methods research design to understand ethics in recruitment and selection in the Mpumalanga Department of Human Settlements.

1.9.1 Study Area

The study area is the Department of Human Settlements in Mpumalanga Province includes the head office in Nelspruit, and the three other offices in the Ehlanzeni, Gert Sibande and Nkangala districts.

1.9.2 Population

The population of the study are 383 officials who are employed within the Mpumalanga Department of Human Settlements refer as (MDHS). The employees range from the general workers, administration clerks, administration officers, senior administration officers, junior managers, middle managers and senior managers. The Department consist of 202 women and 181 men.

1.9.3 Sample, Sampling Methods and Size

According to Mugo (2002:7-8) sampling includes a set of selected people among the population in order to get information; and sampling is the process of selecting those people who will represent the entire population in the study .There are different types of sampling which are: convenient, random, stratified, cluster and purposeful. For the purpose of this study the researcher will use random and purposeful sampling methods. Random sampling method allows the researcher to choose anyone randomly within the said population, whereas purposeful sampling involves the selection of specific people within the population based on their expertise, knowledge and experience.

1.9.4 Data collection

Primary data of the research methodology undertaken included unstructured interviews; the approach is reliable and accurate because first-hand information is obtained from participants. **Unstructured/ semi-structured interviews was** conducted for active participation and ensuring that the researcher was limited during the interviews with

participants. Hox and Boeije (2005:2-4) states that primary data collection is conducted through experiment, interview survey, mail survey, structured diary, web survey, open interview, unstructured interviews, administrative records and observation. The study fit in the primary data collection because the researcher would utilise unstructured interviews as part of qualitative research and administrative records which are statistical records and structured questionnaires as part of the quantitative research in order to conduct the study.

The study focused on 50 employees within the Department of Human Settlements who are in different categories as follows: 10 Senior Managers and 10 Middle Managers will be subjected to interviews, and questionnaires will be given to 30 employees from administration officers (level 7) to assistant managers (level 10).

Literature review as previous studies, books, newspapers, academic journals and institutional records were utilised as secondary data collection to ensure reference and knowledge. Secondary data can be retrieved from previous research, statistical records or reports of the organisations, internet and other archives documents and data that were previously gathered for a different purpose and later be utilised for another research question (Hox and Boeije, 2005:1-4). Secondary data is also useful because the information is already available as documented. The study also fit into the secondary data collection method because reference was always made to previous studies and documents materials.

1.9.5 Data analysis

According to Mouton (2013:108) the main aim of data analysis is to understand the data collected through an inspection of the relationship between the variables. All the information gathered through interviews, questionnaires, documentation and reading of articles, books, newspapers and other materials will be categorised giving reference to themes and similarity be compared to each or against each other in order to arrive to a better solution or findings of the study. This was done to integrate the themes and

concepts into a theory that offers an accurate, detailed interpretation of the research. Furthermore, in order for the research to be considered complete, an in-depth analysis of data collected through questionnaires was done. The use of the Statistical Package for the Social Sciences (SPSS) was also considered.

1.10 ETHICAL CONSIDERATION

Mouton (2001: 238,244) states that Ethics outlines the wrong or right in the conduct of research, as research is a form of human conduct, it should conform to generally accepted norms and values. Research should always maintain integrity. The researcher safeguard that the information given by participants remain confidential and only be utilised for the purpose of the study and only meant for the researcher but nothing and no one else.

This study ensures that there is no falsified information or data to suit own. Considering the ethical behaviour, the researcher ensures that no plagiarism was committed but acknowledged the sources where information was drawn. Right to privacy was maintained with the population of the study at all times and make sure that they do not disclosed identity when giving information as their right to do so. Participation conducted on a voluntary basis, but not forced to participate. The rights of participant and the institutions are also protected. The researcher ensured that plagiarism was avoided by ensuring that sources were acknowledged and by paraphrasing the literature of other authors. Permission to conduct a study within the Mpumalanga Department of Human Settlements was sought from the Head of Department and informed consent obtained from the participants to the study.

1.11 OUTLINE OF THE DISSERTATION

Chapter One introduces the study by giving the background of the research study to be conducted, followed by the stating of the problem in the Department in the recruitment and selection processes. Furthermore the rationale and the significance of the study will be provided. Additionally the research methodology to be utilised will also be outlined. Finally the chapter provides the definition of concepts, ethical consideration and the limitation of the study.

Chapter two reviews the literature on the importance of ethics in recruitment and selection processes; this includes among other things recruiting and selection of the best qualified and skilled candidate for the position. It further discusses the trend in the world as far as recruitment is concerned, including South Africa. The chapter also outline the legislative framework on recruitment and selection processes.

Chapter three offers the research methodology that is used for the purpose of achieving results and data collection method. Methodological procedures discussed here include, research design, research approach,

Chapter four presents analyses and interpret data collected on the study. The two types of data considered here include numerical data from questionnaires and non-numeric data from interviews. The aim is to answer the research questions.

Chapter five: This chapter provides the conclusion and recommendations. It is made out of the research objectives, the study and the data obtained through participants' information.

1.12 RESEARCH LIMITATIONS

The study focused on the Mpumalanga Department of Human Settlements as a unit of analysis; which means that its findings could not be generalised and conclusion drawn on any other area. A study on ethics in recruitment and selection processes in other departments maybe perceived differently. Practically, this means that the recommendations of the study could not be extrapolated to other departments.

Aside from the limited scope of the study, gaining access to confidential /strategic documents on recruitment and selection proved difficult as these documents contained employees' personal details; which could not be disclosed without their consent. A related challenge was the perceived political interference, which made some participants feel hesitant to talk about ethics in recruitment and selection in their respective units. In an effort to mitigate these challenges, prior arrangements were made with the MDHS to ensure that everyone understood the purpose and potential benefits of the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

A literature review is an objective, thorough summary and critical analysis of the relevant available research and non-research literature on the topic being studied. Its goal is to bring the reader up-to-date with current literature on a topic and form the basis for another goal, such as the justification for future research in the area. A good literature review gathers information about a particular subject from many sources. It is well written and contains few if any personal biases (Cronin, Ryan and Coughlan, 2007:1). Literature review is most significant given that it reviews and looks back into what other biographers or scholars are saying concerning the study and problem to be examined (Tsebe, 2011: 8).

Within this context, this chapter reviews literature on the importance of ethics in recruitment and selection processes, which include, among other things, attracting and hiring the best qualified and skilled candidate for the position. Degenaar (2005:1) states that in order for an institution to have quality service delivery, competent candidates must be recruited in relevant positions.

The first part of this review considers recruitment and selection within the context of the South African public administration. The second part looks at international trends and practices concerning the application of ethics in recruitment and selection, with a view to highlight some of the key lessons for the Mpumalanga Department of Health. The remainder of chapter four discusses the legislative frameworks that impact human resource management in both the public and private sector and their implications for the study.

2.2 ETHICS AS A CONCEPT

According to Mbatha (2005:16), ethics is described as moral principles that are more concerned with values of human behaviour, with reference to the right or wrong of activities. Disoloane (2012:19) argues that public service ethics is the 'strength of character of what is 'right' and 'proper' and 'just' in the choices and actions that has an impact on human beings; Therefore, ethics in the public service focuses on what is considered the right and proper behaviour of public officials.

Ethical standards are derived from various sources such as the personal upbringing, culture, society, religion and documented norms, principles and standards within various institution that have different perspectives according to own beliefs and ways of behaving as is considered wrong or right. What may be wrong in another community may be regarded as right in another (Shaw, 2002:4-10). Ethics may be seen as being concerned with those activities and conventions in particular society judged wrong or right (Wessels, 1999: 137). The ethical guidelines are usually derived from service standards set by the institution and policies that are that are used as mechanism in enhancing ethical conduct of public servants.

Chapter 6 of the Senior Management Handbook (2003:1-3) states that Ethics should not be considered as only the set of rules, it rather be regarded as values and principles that are used to manage the behaviour of employees within the institution; among others honesty, impartiality and integrity which have always form part of ethical demeanour and will remain as such. Values and principles incorporates the ethics that is regarded as the ideal expectation of certain behaviour of what is good and proper; values that are regarded as beliefs and judgements of what is perceived as good and proper emanating from the ethical point of view and the conduct which is the actual behaviour and actions of an individual. Rules also plays a very critical part in encouraging a high standard of morals, hence the institutions must also have the internal policies that are in line with the prescribed legislations. Consequently, the above

confirms that ethics is of significance in global perspective and within all the public institutions.

2.3 GLOBAL PERSPECTIVE OF ETHICS

Degenaar (2005:26) states that ethics is regarded as a daily activity in the global perspective of global business environment, each and every person's conduct is dictated by the way in which an individual was brought up. Religion and culture also play a significant role in shaping an individual ethics; however the most important ethical guidelines are derived from rules and standards regulated to guide an institution. Sebola (2014:98) argues that matters or ethics are regarded as huge issues for debate in developing countries than most developed countries, but it does not imply that developing countries are more surrounded by challenges than developed countries; the issue of ethics is more debated globally. This therefore suggests that ethical conduct is of importance in each and every institution worldwide.

The United Nations has therefore introduced ten principles of global impact that guides ethical conduct in both private and public institutions globally. These are considered below:

2.3.1 TEN PRINCIPLES OF UNITED NATIONS GLOBAL COMPACT (UNGC)

United Nation Global Compact (UNGC) is regarded as a policy and practical framework at once which was launched in 2000 to mainstream the ten principles in business activities around the sphere. It is not a regulatory institution but voluntary initiatives that rely on accountability, transparency and public accountability. The Global Compact provides that every institution needs to embrace, support and enact within its sphere of influence a set of core principles such as human rights that are supposed to be emphasised to ensure that there are no abuse within an institution (United Global Compact, 2007:6-15).

Again, as far as labour is concerned, businesses need to promote freedom of association, eliminating any form of child labour, and that institutions need to eliminate discrimination as far as employment is concerned. One of the principles explains that the working environment also needs to be accommodative to everyone irrespective of gender, religion and race.

The United Nation Global Compact Office (2007) legalises the ten principles that are from the International Labour Organisation's declaration on fundamental principles and human rights at work. The Global Compact recommends every institution to embrace, support and enact within their sphere of influence a set of core principles that promotes the general human rights emphasise that businesses should support and respect the protection of international proclaimed human right, and ensuring that they are not complicit in any human rights abuses when it comes to workplaces. The principles dictate that there must be elimination of discrimination in respect of employment and occupation and institutions should work against corruption in all forms including extortion and bribery.

Principle six of the UNGC upholds the elimination of discrimination in institutions by respecting relevant laws that provide measures in combating discrimination. Equality principles need to be practised taking into consideration qualifications, skills and experience in recruitment and selection of employees. The selection of employees need not be based on race, gender, ethnic group and disability (International Labour Standards, 2010:24-49).

Furthermore, UNGC (2014:28) specify that the best recruitment and selection practices has been established through 2014 UNGC Communications into recruiting and selection of candidates that are suitable for occupying positions and also promoting rules that are non-discriminatory in recruitment and selection of employees. Human rights need to be always protected within every institution. Abiding by the principles means that the recruitment and selection processes must be conducted in a fair, honest, unbiased manner and following the right procedures as stipulated.

This therefore suggests that ethics incorporated within these principles forms important part of global preference within the various institutions and also the applicability of United Nation Global Compact Principles in recruitment. Selection processes are of crucial importance in ensuring that human rights are protected, refraining from fraud and corruption. This implies that the world, South Africa included and the government in particular should take into cognisance the global principles into the daily activities within the workplace.

The South African government has also incorporated the global principles in the Constitution of the Republic of South Africa, 1996 by providing the Bill of Rights in Chapter 2 and Section 195 of the Constitution that provides for the basic values and principles governing public administration.

2.4 ETHICS IN PUBLIC ADMINISTRATION

Public administration ethics is the character of what is 'right', 'proper' and 'just' in making decisions. Ethical standards are one of the requirements in the workplace which are mostly well documented within institutions. However, appreciating those benefits rest on the employees within the institution willing to implement and incorporate ethics into the institution's culture, which among other includes its systems and processes (Schoeman, 2014:38). Thus, applying and upholding ethical standards in recruitment and selection is paramount to ensuring the integrity of public institutions (Public Service Commission, 2008).

Nel, Gerber, van Dyk, Haasbroek, Schultz, Sono and Werner (2008:59) state that in South Africa and across the world main concern is given to reputation and ethics within institutions, employees who are regarded as being smart always like to be associated with smart institutions which are having a good status. Unethical conduct as gross dishonesty, corruption and fraud always put an institution into harmful circumstances which results in ruining the image of that institution.

Cloete (1994:63) states that those who are working for public service should respect and abide to specific guidelines that are regulated to promote ethics in the workplace. One of the public institutions goals should be to coerce employees within the institution to embrace its norms, standards and policies; this includes personnel policies and procedures. Personnel policies and procedures consist of among other things recruitment and selection processes, in dealing with these processes the employees involved must ensure that applicants and candidates are treated fairly by examining all relevant steps as advertising, shortlisting, interviews, screening, qualifications, reference checks prior to making decisions. Moral or ethical issues may arise during the interviews in the manner in which the interviews are conducted showing rudeness and hostility toward the interviewee (Shaw, 2002:4-10, 208-212).

According to van Rooyen (2013:177) the fundamentals of anti-corruption that are regarded as common principles are fairness, impartiality, integrity, loyalty, transparency, accountability and being responsible in utilising the state resources. Wessels and Pauw (1999:136) argue that the importance of paying attention to ethical conduct in public sector does not mean that the primary goal of government is to concentrate on ethics only, but ethical conduct is considered an instrument for government to achieve the primary goals that constitute its existence. This therefore means that the public sector does not only concentrate on ethics but utilises ethical standards to serve as guiding principles on public institutions.

Ethics in the realm of public administration as a discipline is more concerned with the application of morality when it comes to the activities that are done or supposed to be done by public officials in their capacity as public servants, and recruitment and selection are one of those important activities. Adherence to ethics will results in effective organisation which has less grievances and less conflicts (Wessels, 1999: 138). Ethics in public service is of importance in ensuring that the democratic values in South African institution are promoted (Disoloane, 2012:25). Ethics may be seen as being concerned with those activities and conventions in particular society judged wrong or right (Wessels, 1999: 137). The main ethical challenge in the public sector is that the

public sector is associated with corrupt activities which rob citizens of their access to adequate services (Sebola, 2014:295).

2.5 ETHICS IN RECRUITMENT AND SELECTION OF EMPLOYEES

Practicing ethical conducts in recruitment and selection processes ensures that candidates with qualifications, skills and necessary competencies are appointed and grievances minimised. Section 195(1) (a) of the Constitution of the Republic of South Africa of 1996 requires that a high standard of professional ethics must be promoted and maintained” in public administration generally, this include recruitment and selection processes. The Public Service Commission is mandated in terms of the Constitution of the Republic of South Africa of 1996, to promote and maintain a high standard of professional ethics throughout the public service, promote honesty and integrity in the workplace.

The primary role of the Code of Conduct for the Public Service is to create and promote exemplary conduct among the public servants. The Public Service Commission in its Code of Conduct (2002:43) asserts that an employee tasks with the recruitment and selection realises that a friend, family member or relative are part of the shortlisted candidates, such an employee should excuse himself or herself from the proceedings since there will no fairness. The employee should also declare this in writing.

The importance of ethical selection processes aims at selecting candidates who are best qualified according to the criteria as outlined on the requirements of that particular position (Mondy, Noe and Premeaux, 2002:175).

Recruitment and selection processes should be molded by legislation, policies within the institution and its values which are fairness, honesty, unbiasedness and integrity, which together would set an example of best practice. Nevertheless, when these considerations are compromised, it can aggregate to conduct that is both unethical and

unlawful, among others conducts such as unfairness, discrimination, nepotism or not following due process (Schoeman, 2014:38). Based on these explanations, the recruitment and selection processes of employees are therefore discussed below:

2.5.1 Recruitment

Recruitment is undertakings in personnel which functions as attraction to candidates who are viewed as suitable for appointment (Erasmus, Swanepoel, Schenk, van der Westhuizen & Wessels, 2008:2007). Gijana (2011:20) states that in most of the cases recruitment is treated as a one way process, however candidates who are seeking employment need institutions in which application is made as much as the institution needs the job applicant. This therefore implies that the public institutions are of importance as much as the applicants are needed to be recruited as potential candidates. Recruitment takes place because there are candidates who applied in advertised position.

Nel, Gerber, van Dyk, Haasbroek, Schultz, Sono and Werner (2008:145,228) suggest that recruitment process consists of two stages which are defining the requirements and attracting the candidates through advertisement; In order for the two stages to be successful there must be an understanding of processes and a policy that guides recruitment processes. Practicing processes in recruitment enables Public institutions to protect its image from committing blunders which are unacceptable such as the appointment of candidates who are not suitable.

2.5.2 Selection

Mondy (2010:136) refers to selection as the method of choosing from a collection of applicants who are best suited for a particular position in an institution. Whereas the recruitment process is associated to inspire individuals to seek employment with the institution, the selection process is to identify and employ the best qualified and suitable individuals for specific positions.

Selection procedures are regarded as fair include, among other things, policies to guide and enforce selection of employees, honesty of panel members when making decisions by ensuring that candidates who are subjected for an interview are selected based on qualifications, competencies and skills (Phago, 2014:43-45).

2.5.3 Importance of ethics in recruitment and selection processes

Fairness, professionalism and ethical conduct play a crucial part in recruitment and selection of employees. Application of legislations, regulations and ethical standards that guide conduct of employees in recruitment and selection of employees is very important. The main purpose of legislations and regulations is to redress the unfair discrimination practiced against non-white people, which took place during the apartheid era before 1994” (Thebe, 2014:115). This implies that the personnel recruitment and selection of employees should be conducted in a fair, unbiased manner but not favouring friends and family.

According to Business Ethics Briefing (2010:1), ethical persistence will include the recruitment of those individuals who are regarded as fit in terms of ethical requirements as of that particular institution; this will mean having the right people in various positions, more especially at the top. One of the best ways is to conduct the ethical diligence or references during the recruitment and selection processes prior to the appointment of any candidate who is shortlisted as a candidate to the advertised position. The ethical attention to detail can be done by utilising the following methods:

2.5.3.1 Identifying values/ ethics profile

This can be done by an institution that is having standards or a checklist of what will characterised recruitment and selection processes and an ethical employee within the workplace, this works as a guidelines to ethics and ethical dilemmas; during the recruitment and selection processes ethical questions are incorporated to determine the type of ethical employee specifically required.

2.5.3.2 Involvement of Human Resource/ Personnel

Business Ethics Briefing (2010:1) debates that the Public institutions need to incorporate ethics in job descriptions of employees so that control when in case of enhancement and enforcing accountability. All employees will be forced to comply as this will form part of individual assessment. These therefore suggests that declarations and signing oath of secrecy may also play a crucial role for those who are involved in the recruitment and selection of employees so that there will be a documented reference for everything. Consequently the human resource personnel are supposed to be trained on issues recruitment processes including, secrecy and in incorporating of ethics on job descriptions of employees at large.

2.5.3.3 Pre-screening

Business Ethics Briefing (2010:2) further discusses that Curriculum Vitae of applicants are the most important area of departure when dealing with recruitment and selection of candidates, hence pre-screening of curriculum vitae is very important in order to ensure that the right decision is being made; this must be done through the verification of qualifications, experience, criminal and financial record of shortlisted candidates or those selected for appointment.

The human resource practitioners dealing with recruitment and selection processes also need to be careful regarding the applicants 'information; this can include the job history being fabricated, the attachment of fraudulent qualifications or invalid personal documentation. Danie Strydom, chief executive of QVS, one of the largest qualifications verification services in South Africa, states that on average about 13% of the degrees that are given to them for verification turn out falsified to some magnitude. False qualifications carry the added risk that once employed; applicants may not be capable of execution of their duties. To escape this, all qualifications should be checked (Schoeman, 2014:38).

The researcher tends to agree with the above author due to the fact that in a recent case for the financial year 2015/2016 within the Mpumalanga Department of Human Settlements (MP DHS) an employee was promoted to a higher position prior to verification of qualification; the verification was done with South African Qualification Authority (SAQA), after the appointment it was discovered that the matric certificate was not authentic. The official was served with an intention to institute disciplinary action by the employer but resigned with immediate effect. Pre-screening is of importance because irregularities are detected before the selection of a candidate if approved and effected.

2.5.3.4 During the interview

Various techniques may be used during the interview by including questions and scenario that will require to get an interviewee ethical point of views during the interview, such as getting to know if the candidate understands the values and principles of the institutions; and also establish if the candidate has ever dealt with ethical dilemmas in a workplace (Business Ethics Briefing, 2010:2)

The identification and establishment of measures to combat corruption are meant to ensure that the public functionaries serve members of the public in an equitable and impartial manner (Moeti, 2014:112). There are different kinds of unethical conducts that are associated with the recruitment and selection of employees within the public service, and are discussed below.

2.6 UNETHICAL CONDUCT IN RECRUITMENT AND SELECTION OF EMPLOYEES

Disoloane (2012:21) believes that unethical activities is a signal of a weakening in principles, can also be regarded as an symptom of a negative work ethic only in so far

as it relates to work performance. Sebola (2014:1) also argues that public institutions are mostly accompanied by conducts that are corrupt and hinders services to the public.

Following is a brief discussion of the unethical conducts related to recruitment and selection of employees:

2.6.1 Corruption

Van Rooyen (2013:7) suggests that corruption can be described as someone who gives, offer to give a benefit to another in exchange for favor for the benefit of self or for any other person; the one party (individual) being the giver and the other party being the receiver. Parties, the giver and the receiver are committing corruption if the offer is accepted.

Money may be offered for the benefit of the one that is initiating an offer, or for the benefit of a friend or relative; however merely offering to do something or to accept something is corruption. It is significant to take in to consideration that there is no need for money to be involved for the unethical conduct of corruption to be committed, the mere fact that there was an offer or attempted to offer any benefit in return of favor constitutes corruption. Different forms of corruption may be manifested in many ways, like giving someone a job in return of any kind of favour or payment is regarded as corruption (Van Rooyen, 2013:7).

2.6.2 Favouritism

The Code of Conduct (2002:27) indicates that certain singled out employees are appointed, promoted, transferred, or given generous treatment based on subjective considerations such as friendship, returning a favour and others. This unethical because the public servants are not supposed to be giving favours to anyone but rather give credit where is due base on merit and requirements set.

2.6.3 Nepotism

Section 4.3.3(b) of the Code of Conduct defines nepotism as involving an employee who is selected, promoted; only based on the fact that he or she has a family or other ties with the person in a position to approve such actions has power of the system. Van Rooyen (2013:22) further explains nepotism as a scenario in which a public servant ensures that family members are appointed to public servant positions.

Sebola (2014:301) argues that nepotism and favoritism are key problems which are associated with recruitment and selection of employees, of which the interests are directed to the benefit of a particular association or political groupings. The problem of nepotism and favoritism is considered bad when other members of the public coming from a minority group are discriminated against the benefit of the resources of a country. Nevertheless, the ten principles of global compact serve as a reference for the entire world by promoting ethics within the privates and public institutions as a whole.

2.7 LEGISLATIVE FRAMEWORK AND POLICIES ON ETHICAL CONDUCT: RECRUITMENT AND SELECTION OF EMPLOYEES

The South African government as part of the global community has also introduced the Constitution of the Republic of South Africa, 1996 that conforms to the ten principles of global impact in addressing ethical standard to the country at large. The Constitution is then accompanied by various legislative frameworks and policies that are in line with promotion of ethics. The legislative frameworks play a vital role in promoting ethical standards of employees, followed by the policies or documented guidelines such as the Code of Conduct for the Public Service as outlined by the Public Service Commission, 2002.

2.7.1 Constitution of the Republic of South Africa, 1996

The Constitution of the Republic of South Africa is the supreme law that supersedes any other legislation within the country, is a one law for one nation that is binding to any institution and all people of South Africa. South Africa as a country consists of different kinds of people; as a result there is a need for a policy that safeguards the rights of everyone ensuring that there is no discrimination. The elected government presented the Constitution of the Republic of South Africa, 1996 (Mpehle 2011, 141-142).

Chapter 2 of the Constitution of the RSA (1996) contains the Bill of Rights. Sections 9 and 10 stipulate that the Bill of rights is a cornerstone of democracy in South Africa. Some of the fundamental rights enshrined in the Bill of rights include: the rights of all people in the country and protects the democratic values of human dignity and equality. This therefore implies that organisations are entrusted with the responsibilities to ensure that as part of ethical obligations, all people employed are treated with fairness and in an equal manner, and what is done to the other person must be done to the other with no favouritism.

Furthermore, Sections 9 and 10 of the Bill of Rights also provide that every person must be treated equally and the previously disadvantaged are supposed to be given equal opportunities. This implies that every person who is eligible for employment while subjected to recruitment and selection must not be unfairly discriminated based on gender, race, colour, age, disability, pregnancy and religious orientation. Everyone has the inherent dignity and the right to have their dignity respected and protected, human dignity in the workplace must be protected against any emotional or physical harm that may dent the image of a person.

Section 195 of the Constitution of Republic of South Africa, 1996 further provides basic values and principles governing public administration, as follows:

- Public administration must be ruled by values and principles that are outlined within the Constitution, it is indicated that great standard of professional conduct must take preference within institutions and be practiced on daily basis when servicing the public within public institutions. This will include being efficient, economic and effective use of resources in the use of public resources and recruitment of candidate who are suitable for appointed, proving the value for money for the services rendered by those employees when selected. The services must be provided impartially, fairly, equitably and without bias to everyone whether related or not related to anyone within the institution.
- Good human resource management including recruitment and selection of employees must be practiced, to maximise human potential and maximise productivity. Public administration must be a broad representation of all South African people with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past.
- The above values and principles form a great part of ethical conduct that should be practiced in all public institutions within all spheres of the state. Therefore, these imply that ethics is the most important aspects of public administration that all institutions are expected to comply to. Zikhali (2005:28) states that the perspective of the public is that all public servants are appointed to serve the interest of the public at large in a manner that is ethical.

There are other legislative frameworks which deal with recruitment and selection within the context of the public service. These are discussed below.

2.7.2 Public Service Act, 1994 (PSA)

Section 11 of the PSA provides that the selections and filling of positions in public service must be made take into consideration due regard to equality and the other democratic values and principles enclosed in the Constitution of RSA, 1996. Everyone who applies and qualify for the appointment shall be considered; and the assessment of persons shall be based on training, skills, competence, knowledge and the need to

redress, in accordance with the Employment Equity Act, 1998 (Act 55 of 1998). Rectifying the imbalances of the past to achieve a public service that is broadly representative of the South African people, including representation according to race, gender and disability is also promoted.

2.7.3 Employment Equity Act No. 55 of 1998 (EEA)

The Act was introduced mainly to promote equality within the workplace and to redress unfair discrimination in the workplace. During the apartheid era there were disparities and discriminatory laws, hence the Act was promulgated in order to get rid of discrimination as outlined in the Constitution of the Republic of South Africa, to promote employment equity and productive workforce that promote diversity (Nel, 2002:96).

2.7.4 Labour Relations Act, 66 of 1995 (LRA)

Schedule 7 provides that human resources and recruitment and employment of employees, including an applicant for employment must be protected against unfair labour practices. Discrimination is not allowed unless it can be proven as classified as the inherent requirements of the job. The Act also provides structures and remedies to deal with non-discrimination that is regarded as unfair.

2.7.5 Basic Conditions of Employment Act No. 75 of 1997(BCEA)

The main aim of the Act is the advancement of economic and social justice by regulating basic conditions of employment employees, making it a point that employees are not vulnerable and ensuring that are subjected to working conditions that are conducive at the same time providing flexibility; working times, leave, payment of remuneration and other conditions of employment must be made known to the employee as regulated (Chapter 2 of the BCEA).

2.7.6 Code of Conduct for the Public Service

The Public Service Commission is one of Chapter 9 institutions mandated by the Constitution of Republic of South Africa, 1996 to promote and maintain the great standard of professionalism and ethics in all Public Service institutions, therefore developed a Code of Conduct for the Public Service that act as a guideline to all public service employees as to the required conduct that is ethical between the employee and the Legislature, employer and the employee, among employees themselves and between the employee and the members of the public.

In order to give practical effect to the relevant constitutional provisions relating to the public service, all employees are expected to comply with the Code of Conduct. It acts as a guideline to employees as to what is expected of them. It determines the relationship with the legislatures, amongst employees and with the public. Compliance is of importance in order to ensure professionalism and ensuring of public trust and confidence Public Service Commission (2002:57).

All public servants are expected to be faithful to the Republic and honour the Constitution by putting the public interest first in carrying out their duties in order to practice the policies in a way that will reflect reliability of the Government of the day. The government employees must serve the public in an unbiased and impartial manner in order to create confidence; this suggests that the recruitment and selection of employees is supposed to favour candidates based on requirements of the job rather than biasness (Section 4.2.2 of the Code of Conduct).

Sections 4.2.3 to 4.2.6 of the Code of Conduct further state that an employee, in doing the work that is expected, has to have good manners toward members of the public, as customers are entitled to receive high standards of service and are not unethically differentiated against any account based on race, or any of the biographical circumstances.

Section 4.3.3 indicates that public servants must not favour relatives and friends in work-related activities and never abuse power authority or influences another employee, nor is influenced to abuse his or her authority. This also implies that in recruitment and selection of employees, persons who are power are prohibited to manipulate processes in order to favour self or any other person.

It is further stated in Sections 4.4.5 and 4.4.10 that every public servants is expected not to be engaged in any transaction or action that is in conflict with the execution of official duties, an official will recuse himself or herself from any official action or decision-making process which may result in improper personal gain, and this should be properly declared by the employee. During the course of duty, public officials are required to report to the appropriate authorities, fraud, corruption, nepotism, maladministration and any other act which constitutes an offence, or which is prejudicial to the public interest; and does not use or disclose any official information for personal gain or the gain of others. As a result, the recruitment and selection of employees in Public Service is supposed to comply with ethical standards as stipulated in legislations, policies and regulated guidelines.

2.8 SERVICE STANDARDS FOR THE MPUMALANGA DEPARTMENT OF HUMAN SETTLEMENTS (MDHS)

According to the MP DHS Service Standards, 2015, it is stated that all employees within the Department must adhere to the Code of Conduct for the Public Service as stipulated; it also provide that the employees must show empathy, be responsive to the customers who are the members of the public when executing the duties in within the Department and for the public.

The researcher believes that this study will encourage each and every official within the Mpumalanga Department of Human Settlements and every Public Servant to take into

consideration the Legislative Framework when performing day to day duties in order to enhance ethical conduct within the public institutions.

It is much regular that in a position in which there is no accountability and employees disobeying the Constitution in their daily duties, that institution is mostly surrounded by corrupt activities and at the same time advancing own personal interests, political and personal loyalty over merits and lack of public engagement in running of public affairs (Mpehle, 2010:38).

Recruitment and selection processes are one of the functions that are very important to Public administration and ethics should be considered as an important aspect in this regard to ensure that proper procedures are followed and right people with qualifications are appointed to the positions for the benefit of the Department.

2.9 CONCLUSION

The Chapter elaborated on the literature of ethics and its importance in recruitment and selection of employees, particularly in public institutions. In general, ethics can be associated with individual's choice of behaviour, prescribed laws and standards and also dictated by the culture in which one is associated to. Recruitment and selection of employees were also discussed. Schoeman (2014:38) indicate that in every situation, Personnel ethics are of importance and serve as a good entry for those who are joining the organisation as new employees if practiced fully and implemented by human resource personnel and all employees in general, hence the importance of ethics in recruitment form part of the study. Unethical conduct associated with recruitment and selection was also highlighted, however there are legislative frameworks that guide ethics throughout South Africa.

Legislative Frameworks and guidelines that describe the manner in which the Public Service 'employees must conduct themselves in a workplace were discussed in details;

more especially the Constitution of the Republic of South Africa (1996), which is the cornerstone that guides ethical conduct; and also other prescripts such as PSA, LRA, EEA, BCEA and the Code of Conduct for the Public Service. High ethical standards are a prerequisite for effective, recruitment and selection of employees. The following Chapter will deal with the research methodology of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter outlines the research methodology applied to achieve the objectives of the study. Research methodology is the overall plan of what and how the researcher interacts with the participants of the study, this includes the research design in a general perspective and the manner in which data was collected (Gijana, 2011:38). The research methodology employed by the study comprises both qualitative and quantitative methods (i.e. mixed method). By using a mixed methods approach, it was possible for the research to collect numeric and non-numeric data on the research topic. The discussion in this chapter also covers study population, sample and sampling methods utilised, and how the collected data was analysed. Finally, the chapter discusses ethical considerations that were observed by the researcher when conducting the study; including limitation of the study.

3.2 RESEARCH DESIGN

Mpehle (2010:141) specifies that for any research study to be reflected as effectively completed there must be a comprehensive approach that focuses on the logic of research. A clear research design will ensure that the research objectives are attained and the end product is authentic. Disoloane (2011:138) describes research design as rules and process that are established for the purpose of addressing the research question of the study.

Terre Blanche, Durrheim and Painter (2009:35,161) state that in order to design a study, numerous decision have to be made concerning the way in which data is to be collected and analysed to make sure that the end product addresses the research questions. Research design is mostly used in social sciences and explains the

participants, variable and interrelationship that make up a research. Gijana (2011:38) indicate that there are two kinds of approaches that are different in the manner in which data are collected and analysed, these are qualitative approach and quantitative approach.

3.2.1 Qualitative Approach

Qualitative approach focuses more on exploring a study and producing hypotheses and theories, with main focus on defining and evaluating collected data in terms of similarities rather than quantifying of data. In this approach researcher experiences personal and direct involvement with the participants by interviewing them in their work environment which gives a researcher an advantage on understanding the participants' experiences (Mouton, 2013:161; Brynard, Hanekom & Brynard, 2014:39; Hence, Fouche and Schruink, 2014:308). Gijana (2014:39) further defines qualitative approach as a method utilised to obtain first hand respondents' life experiences, including their daily encounters.

3.2.2 Quantitative Approach

Mouton (2013:161) explains that quantitative approach is assumed to be more concerned with rational testing of hypotheses and theories, analytical in nature and requires experimental methods and questionnaires to produce the required results (Brynard, Hanekom & Brynard, 2014:39).

The study utilised both qualitative and quantitative methods (mixed method) with the aim of getting first-hand information from participants who are at the managerial positions and ordinary employees in the MDHS respectively. The qualitative dimension of the study sought to understand the views of participants through interviews. It was also necessary to gather data through questionnaires that were answered by employees within the MDHS in order to gather information from their perspective on the application of ethics in recruitment and selection processes.

3.3 POPULATION

Population is regarded as sampling frame or persons within the community or organisation that hold certain requirements that assist the particular study at hand (Strydom, 2011:223; McBurney, 2001:248). Disoloane (2012:146-147) views a population as the overall number of people in a place in which a particular study focuses on getting answers to an identified research problem. The population of this study are 383 employees within the MDHS. The employees range from the general workers, administration clerks, administration officers, senior administration officers, assistant managers, managers and senior managers.

3.4 SAMPLING

Niewenhuis (2013:79) states that sampling in a qualitative study is usually based on the selection of a percentage of the population for the particular study. There are two kinds of sampling methods which are probability sampling and non-probability sampling. Probability sampling involves, among others methods, a simple random sampling in which anyone who is a member of the population has a possibility to be nominated randomly to partake in a research (Welman, Kruger and Mitchel, 2005:56). However, non-probability sampling includes purposive sampling in which selection of participants is based on, among other things, experience and expertise they possess (Clark-Carter, 2004:158).

For that reason the researcher considered purposive sampling for the qualitative dimension of the study by interviewing four senior managers (level 13) and nine managers (levels 11 and 12); because they are more experienced, hands on and mostly involved in recruitment and selection processes within the unit of analysis, and they hold important management positions at decision-making level.

In addition to purposive sampling, simple random sampling was also considered and involved officials who were unsystematically selected within the organisation. The researcher distributed thirty questionnaires to these randomly selected MDHS officials who are not in managerial positions. These include administration officers, senior administration officers and assistant managers.

It was important to utilise both sampling methods in order to get balance perspective from both managers and ordinary officials.

3.5 DATA COLLECTION METHODS

In research literature (Miles and Hubberman, 2001; Patton, 2002 and Neuman, 2000), data are defined as series of observations, measurements, facts and information that are required to be collected, systematically organised, treated, analysed and interpreted to address the research question. Data can be numerical or non-numerical forms of information and evidence that have been carefully gathered according to rules or established procedures (Neuman, 2000). Data collection method is defined as a way of collecting information concerning the study from various participants (Appel, 2006:9). For the purpose of the study, the researcher utilised both primary and secondary data.

3.5.1 Primary data

Hox and Boeije (2005:2-4) states that primary data collection is conducted through experiment, interview survey, mail survey, structured diary, web survey, open interview, unstructured interviews, administrative records and observation. In this study, primary data was collected through unstructured interviews (qualitative) and questionnaires (quantitative). Since they are flexible, interviews enabled direct interaction between the researcher and interviewees, thus ensuring that rich first hand-information is obtained from them.

3.5.1.1 Interviews

Greef (2014:342-350) states that interviews are a popular method for data collection in a qualitative research because the researcher interacts with individuals and or sample population selected for the study to get the required information and knowledge. According to Niewenhuis (2013:87) an interview is a two-way communication that enables the researcher to directly interact with participants in order to understand their views. In the case of this study semi-structured interviews were utilised with an aim of allowing the researcher to make follow up questions whenever there was a need for clarity. The researcher also took notes of responses given by participants for later reference. Out of 20 managers and senior managers who were supposed to be interviewed, 13 were able to honour their appointments as they availed themselves for the schedule promised to the researcher.

3.5.1.2 Questionnaires

Babbie (2007:246) describes a questionnaire as a paper that comprises of questions intended to gather information that may be useful for a research and the analysis. Questionnaires with the standardised questions were distributed to participants with the aim of eliminating bias and ensuring that the responses meets the intended purpose by allowing participants to respond to same kinds of questions, these also ensured that analysis are fair. The researcher utilised questionnaires that were hand-delivered to participants by the researcher and an assistant researcher to gather quantitative data. Questionnaires were randomly distributed to a total of thirty participants ranging from administration officers to assistant managers with the aim of acquiring different views on participants' understanding of application of ethics in recruitment and selection processes of employees. Only twenty six questionnaires were returned which gives a response of 87%.

3.5.2 Secondary data

For the purpose of the study, secondary data was acquired from, inter alia, sources such as books, articles, journals, dissertations and thesis, the Auditor General's reports, annual reports, and internet. Hox and Boeije (2005:1,4) explain that secondary data can be recaptured from previous research, statistical records or reports of the organisations, internet and other archives documents and data that was previously gathered for a different purpose and later be used for another research question.

3.6 DATA ANALYSIS

According to Mouton (2013:108), the main aim of data analysis is to understand the data collected through an inspection of the relationship between the variables. All the information gathered through interviews, questionnaires, documentation and reading of articles, books, newspapers and other materials will be categorised giving reference to themes and similarity be compared to each or against each other in order to arrive to a better solution or findings of the study. This was done to integrate the themes and concepts into a theory that offers an accurate, detailed interpretation of the research. Furthermore, in order for the research to be considered complete, an in-depth analysis of data collected through questionnaires was done. The use of the Statistical Package for the Social Sciences (SPSS) was also considered.

The goal of analysis of data is to reduce the data collected into data that may be interpreted and conclusion drawn from the interpreted data, data can be analysed manually or using software available in computers in order to get the statistics (Fouche and Bartley, 2014:249). Quantitative data were collected through questionnaire while qualitative data through semi-structured interviews; data presented interpreted and analysed using mixed method which is detailed in the next chapter.

Ellen, Taylor-Powell and Renner (2003:1-5) points out that the first step in the process of analysing qualitative data is the need for a researcher to understand the data collected and focus on each question looking at how all individuals have answered each question. Secondly, information needs to be categorised according to themes, similarities, patterns and connections. Finally collected data needs to be organised in a logical manner into a summary that will bring meaning to all the information.

Qualitative methodology defines the detection of a real life understanding from participants of the study and those participating have ownership to their written or verbal words communicated to the researcher (Brynard and Hanekom, 2006:37). Data was therefore analysed utilising information about specific characteristics, common understanding and tendencies of participants as according to information given. All the information gathered through interviews were categorised giving reference to themes and similarity and compared to each or against each other in order to arrive to a better solution or findings of the study

The data collected through questionnaires was also analysed according to responses given by participants, each and every answer and measured in terms of numbers and or statistics. Garber (1996:282-283) states that the use of the Statistical Package for the Social Sciences (SPSS) was also considered. Percentages were used in order to establish relationships and draw comparisons between responses by participants.

3.7 ETHICAL CONSIDERATIONS

Ethical consideration is of importance in each study as the researcher has to ensure that issues of confidentiality, consent, acknowledgment of sources, honesty and protection of participants are always maintained. Welman, Kruger and Mitchell (2009:201) describe the four ethical considerations that a researcher should take into consideration which are as follows:

3.7.1 Informed consent

Informed consensus is a voluntary arrangement to partake in research in which the subject has an understanding of the research and its processes. It is crucial that participants consent before participating on the study. Permission to conduct a study within the Mpumalanga Department of Human Settlements was sought from the Head of Department (Annexure C) and informed consent obtained from the participants to the study.

3.7.2 Right of participants' privacy

Personal particulars of participants were not disclosed in order to protect privacy of each and every individual. Information gathered was only used for the intended purpose of the study, participants were guaranteed that the data collected will be treated as confidential, that information was also enclosed on questionnaires.

3.7.3 Plagiarism

Plagiarism is defined as a writing derived from another author but presented as if own work. The researcher ensured that plagiarism was avoided by ensuring that sources were acknowledged and by paraphrasing the literature of other authors. If authors are not acknowledged it is considered as fraud and misleading to the reader as it appeared as if is the own words of the researcher (McGovern, 2014-2015:8).

3.7.4 Permission sought

Permission to conduct a study within the Mpumalanga Department of Human Settlements was sought from the Head of Department and participants were made aware of the aim of the study. The researcher used the participants' information for academic purpose only and confidentiality maintained throughout the study. Permission to interview participants and to give questionnaires was also sought prior to making

appointment with each and every participant via email and also verbal request. Before each and interview, participants were ensured that information given is confidential and will only be used for the purpose of the study. Interviews were selected among other techniques during the study.

3.8 RESEARCH LIMITATIONS

Limitations are regarded as challenges that could affect the research, as time limitations and getting access to participants. The researcher should also give the plan on how is intending to resolve those challenges when encountered (Maree and van der Westhuizen, 2013:42). During the course of the study some limitations were encountered, for example: questionnaires were distributed to officials in time, however feedback was delayed as many officials gave reasons of being too busy with their duties promising to come back to the researcher as soon as possible; whereas appointments for interviews were communicated on time to managers and senior managers, those appointments were not honoured by some selected participants irrespective of constant reminders being made to participants; and although participants were assured that confidentiality will be maintained, some were reluctant to divulge more information regardless of the fact that information was given anonymously so. Only 90% of the targeted samples were able to respond to questionnaires while 70% of interviews participants availed themselves.

It is important to note that the findings of this study cannot be generalised to other government departments as the conditions with other departments may not necessarily be faced with same challenges as those encountered by the Mpumalanga Department of Home Settlements.

3.9 CONCLUSION

The study area was the Mpumalanga Department of Human Settlements. The importance of the Chapter was to explain research design that was just highlighted in Chapter one. Research approaches used in the study are explained in details in which the study are both qualitative and quantitative (methods or mixed method) because the researcher wanted to utilise first-hand information through interviews, and documents materials. The researcher also considered quantitative research with the aim to investigate statistics of participants' views through questionnaires. Ethical issues were taken into consideration throughout the study, in addition the researcher sought permission from the Mpumalanga Department of Human Settlements to conduct research; participants' right to privacy was respected as personal particulars were not divulged and the information given only used for the study; plagiarism was avoided by acknowledging sources throughout the study. Data is presented, interpreted and analysed in Chapter four.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

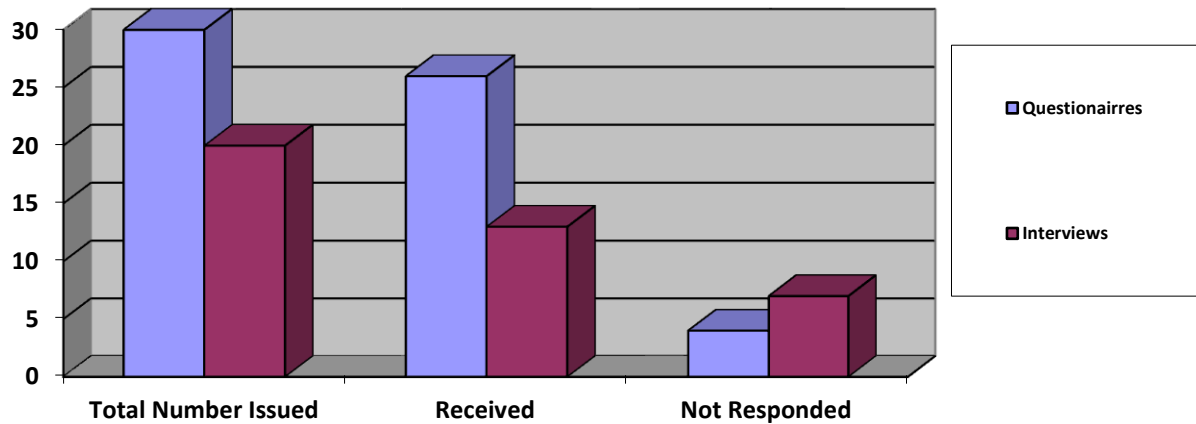
4.1 INTRODUCTION

The purpose of this chapter is to present, interpret and analyse data collected from participants of the study. According to Mouton (2013:108) the main aim of data analysis is to understand the data collected through an inspection of the relationship between the variables. The information was gathered through interviews and questionnaires.

The researcher presents analysis and interprets data in this chapter based on the data collected during the study. A total number of 50 participants were targeted for the study, 30 were given questionnaires, whereas 20 were requested for interviews. A total number of thirteen (13) out of twenty (20) participants honoured the interview (a response rate of 65%), while twenty six (26) out of thirty (30) participants managed to bring back the questionnaires (a response rate of 87%).

Data were therefore presented based on two parts of mixed method which are qualitative and quantitative. The first part presents qualitative data that were collected using semi-structured interviews with 20 questions. The other part presents data collected through questionnaires which had 22 questions, Part 1 required respondents to give personal information and in part 2 respondents had to outline strategies/ policies enhancing ethical standards within the MDHS. Finally part 3 sought to look at compliance to recruitment and selection processes, relevant policies and legislations. Data were collected between August and September 2015. Confidentiality was maintained as names of participants were never disclosed in any way.

Figure1: Total respondents of the study



4.2 PRESENTATION OF DATA FROM INTERVIEWS

The plan was to interview ten senior managers and ten managers as they were participants who are more experienced, hands on and mostly involved in recruitment and selection processes and hold important management positions at decision-making level. However it was not easy to get all the respondents as arranged as only four senior managers and nine managers were ultimately interviewed, a total number of thirteen (13) out of twenty (20) participants. This therefore gives a response rate of 65%. The interview had twenty (20) questions as shown in Annexure A.

Semi-structured interview schedule was utilised with an aim of allowing the researcher to make follow up questions whenever there was a need for clarity. Questions asked during the interview concentrated on knowledge of policies by managers and senior managers in enhancing ethics as far as recruitment and selection processes are concerned, and to determine if there was adherence to those policies, and also to identify challenges associated with recruitment and selection processes of personnel.

4.2.1 Biographical Information of Participants

Table 1: Biographical Information of Participants

Years in management Position	Educational Level	Age
1-5 Years=54%	Matric=15%	18-30=0
5-10Years=46%	Diploma & Junior Degree=62%	31-40=38%
10-15 Years=0	Senior Degree=23%	41-50=54%
Other=0	Other=0	51-60=8%

Years of experience in management position

The information gathered during the study shows that seven (54%) participants' years of experience range between 1-5 years; and six (46%) participants are having experience which is between 5-10 years in management position.

Educational Level of Respondents

Data collected shows that two (15%) participants only have Matric as a qualification, eight (62%) participants are having diploma & junior degree, and three (23%) participants possess senior degree. These imply that most of the participants in management position only have junior degrees.

Age of Respondents

Responses given to this question indicate that five (38%) participants are between the age of 31-40; seven (54%) between the age of 41-50 and one (8%) participants are between the age of 51-60. No participants above the age of 60. The study display that the MDHS do appoint employees in various age groups, however the consideration needs to be prioritised on youth also.

4.2.2 Response on understanding of recruitment and selection processes

Data collected indicate that thirteen (100%) respondents understand recruitment and selection processes. Participants explained that the processes entails advertising of positions in radios, newspapers or any other form of media communication, and sifting and screening the prosperous candidates through CVs. The respondents also specified that recruitment and selection processes involve matching the person in terms of qualifications and skills with the job profile. This implies that 100% of the respondents who were interviewed do understand the recruitment and selection processes within the MDHS. Nel, Gerber, van Dyk, Haasbroek, Schultz , Sono, and Werner (2008:145-228) suggest that recruitment process consists of two stages which are defining the requirements and attracting the candidates through advertisement; In order for the two stages to be successful there must be an understanding of processes and a policy that guides recruitment processes.

4.2.3 Knowledge of strategies enhancing ethical standards in recruitment and selection

The responses were diverse. Ten (77%) of the interviewed participants expressed that they know the strategies within the MDHS which are utilised to promote ethical standards especially in recruitment and selection of employees, while three (23%) were not aware of such. Departmental recruitment and selection policy, Public Service Act, Code of Conduct, Disciplinary Code and Procedure, Grievance Procedure, Employment Equity Act, Signing of declaration forms, advertising external, human resource policies, service standards, human resource plan and the fact that trade union form part of the processes were elaborated as strategies by participants.

From the respondents' answers the researcher can therefore conclude that the MDHS does have strategies in place to enhance ethical standards in recruitment and selection processes of personnel. Schoeman (2014:38) states that ethical standards are one of the requirements in the workplace which are mostly well documented within institutions.

However, appreciating those benefits rest on the employees within the institution willing to implement and incorporate ethics into the institution's culture, which among other includes its systems and processes.

4.2.4 Adherence to strategies and ethical standards in recruitment and selection processes

within the MDHS do abide to those strategies Data collected shows that five (38%) respondents were of the view that employees justified by the facts that the chairperson of the shortlisting and interviewing panel lead processes prior to appointment, trade union form part of the interviews, qualifications and experience are taken into consideration, panel members signs oath of secrecy, the scribe explains the processes and candidates are given fair opportunity to compete. It was also the views of participants that confidentiality is maintained, while submission is made to the Accounting Officer to make a decision.

The eight (62%) were of the view that employees do not abide to those strategies as panel members shortlist and interview family members without disclosing their interests. The respondents also explained that there is no confidentiality as information is leaked to candidates after the interviews. According to participants some employees requests favours from human resource practitioners as they facilitate the processes, and some managers intimidate junior officials not to apply as the position is intended for a specific individual who is promised a position prior to appointment. Sometimes the advertisement is bias because it is made to suit the requirements of a certain preferred individual; at the same time political interference through names dropping and deployment was explained to be a problem during interviews.

This therefore suggests that within the MDHS ethics are being compromised in recruitment and selection processes of personnel; and these damages the image of the department due to unethical conducts. Nel, Gerber, van Dyk, Haasbroek, Schultz, Sono and Werner (2008:59) state that in South Africa and across the world main concern is

given to reputation and ethics within institutions, employees who are regarded as being smart always like to be associated with smart institutions which are having a good standing. Unethical conduct as gross dishonesty, corruption and fraud always put an institution into detrimental status which results in ruining the image of that institution.

4.2.5 Knowledge of legislations governing recruitment and selection of personnel in Public Service

Data collected indicate that eleven (85%) of the participants does have knowledge of legislations governing recruitment and selection in public service. Respondents mentioned the the Constitution of the Republic of South Africa of 1996 as the supreme law of the country must be followed by public servants. It was also the views of respondents that EEA, PSA, LRA, BCEA form the basis of recruitment in public service. Public Service Regulation; Occupational Health and Safety Act; White Paper on Human Resource Management in the Public Service; DPSA resolutions; PSCBC resolutions and Code of Conduct for the Public Service as the legislations governing recruitment and selection processes in public service were also outlined among the stated legislations. Only two (15%) participants expressed that they were not aware of any legislations

The responses indicates that most officials in management positions within the MDHS are aware of the Constitution and all the legislations guiding ethical conducts within the entire Public Service as mentioned above. The legislative frameworks play a vital role in promoting ethical standards of employees, followed by the policies or documented guidelines such as the Code of Conduct for the Public Service as outlined by the Public Service Commission, 2002.

4.2.6 Adherence to Legislations

Data collected indicate that 50% of the participants explained that employees within the Department do adhere to legislations as EEA target employees based on criteria

addressing gender, race, and disability in order to fill in the gaps, while PSA addresses the issue of qualifications, experience as the legislation is incorporated throughout the processes. Code of Conduct is also used to guide the behavioural aspects of employees during recruitment and selection processes. Some of the respondents elaborated that the legislations are adhered to but not always because panel members compromise the processes as decisions which are taken are inconsistent and prejudicial to other candidates. It was also stated that between 2011 to 2014 financial years, there were lot of audit queries concerning recruitment and selection processes.

The other 50% are in disagreement, they were of the view that employees do not adhere to legislations in terms of the processes as there is no balance in terms of gender, people with disabilities are also not considered for higher positions. It was submitted that some employees do not even know about those legislations and that require ongoing trainings; the fact that equity is not addressed pose a serious challenge. Processes are manipulated as the control measures to ensure compliance are not intense. This means that there is no balance in the implementation of legislations within the MDHS

4.2.7 Consideration of qualifications and skills in recruitment and selection of personnel

When asked on whether the panel members do consider qualifications and skills in recruitment and selection of personnel, 46% agreed that qualifications and skills are being considered by panel members for selection of employees because qualifications forms the basis of elimination during shortlisting process; and are checked versus applications. Data collected also suggests that even though skills and qualifications are considered, in some instances those qualifications and skills do not match the job requirements as specified on the advertisement.

40% of the interviewed participants do not agree that panel members consider skills and qualifications as the criteria are manipulated to suit the desired candidate with no regard

for the job and the money wasted to advertise. Some panel members employ own families, relatives, friends, girlfriends and politicians. In some of the instances political mandate is given to appoint a specific individuals and serving of own interests to uplift individuals which leads to appointment of employees with no skills and qualifications. Responses suggest that 14% were of the view consideration that qualifications and skills only apply in certain cases but not always. The researcher is of the view that the appointment of candidates with qualifications and skills is of importance. Mondy, Noe and Premeaux, 2002:175) state that the importance of ethical selection processes aims at selecting candidates who are best qualified according to the criteria as outlined on the requirements of that particular position. Degenaar (2005:1) states that in order for an institution to have quality service delivery, competent candidates must be recruited in relevant positions.

4.2.8 Consideration of experience in recruitment and selection of personnel

It was the views of 69% participants that experience is usually outlined as one of the requirements on the advertisement as sectional heads are involved to assess experience of candidates in previous and current positions. However in some instances employees are appointed through deployment. 31% did not agree with the fact that experience is considered as they were of the view that even in most cases political deployment is utilised to appoint candidates without prior experience to fill advertised positions. Although the MDHS does appoint candidates with experience to a certain extent, there is a need to improve as some appointments are not according to policies especially in top management and strategic positions.

The researcher is of the view that consideration of candidates with experience in recruitment and selection is of importance and improves service delivery. Degenaar (2005:1) states that in order for an institution to have quality service delivery, competent candidates must be recruited in relevant positions.

4.2.9 Role of panel members in recruitment and selection of personnel

Data collected indicates that 13 (100%) are aware of the role of panel members, the respondents explained that the role of the panel members is to identify the suitable qualifying candidates by utilising transparent and fair processes. The fair process includes advertising, shortlisting, interviewing and there after selection of best candidate; taking into consideration skills, qualifications and experience. The panel members are also expected to formulate questions, assess analytical and interaction skills of candidates, therefore advise and recommend accordingly to the Head of Department for approval.

4.2.10 Practicing of Fairness by Panel Members

The views of the respondents were different in that 54% commented that panel members are not fair because sometimes the chairperson asks if the panel members or the union is has a mandate or earmarked a specific candidate for a position. These lead to candidates who performed well being underscored and not considered. Some panel members score candidate who are not of their interest very low.

Responses revealed that 46% also supported the fact that panel members practices fairness but at the same time alleges that candidates are being ear marked for positions that leads to wrong appointment of candidates without qualifications and skills. It was stated that some candidates get the privilege to access the interview questions before they get to the interview, while political interference also plays a crucial role because comrades without qualifications are sometimes deployed in management positions. This therefore indicates that there is still a gap concerning fairness in recruitment and selection of personnel within the MDHS. According to Mondy, Noe and Premeaux (2002:175) the importance of ethical selection processes aims at selecting candidates who are best qualified according to the criteria as outlined on the requirements of that particular position.

4.2.11 Involvement and experience of respondents in recruitment and selection processes

The information acquired shows that thirteen (100%) respondents to the study partake in recruitment and selection processes either as panel members or as scribes while some also as union representatives.

The experiences were explained by participants that there is abuse of power and sometimes information is leaked to candidates before the head of department could make a final decision of appointment. Some panel members score the preferred candidates high irrespective of their performance, and also the fact that there is no confidentiality. Respondents attested that there is lack of adherence to requirements and high rate of unfairness.

4.2.12 Ethical challenges in recruitment and selection processes

Data collected revealed that 100% respondents were of the view that there are challenges within MDHS recruitment and selection processes. Participants further indicated that there is lack of confidentiality and failure to comply with rules; positions are being re-advertised over and over again without any appointment. The study also revealed that some panel members shortlist and interview family members, relatives and friends, biasness, dishonesty and fairness due to top management interference and political interference with the processes.

Data collected also exposed that certain panel members select those who do not meet the requirements for the position. Participants also raised concerns that sometimes conspiracy between the human resource officials and panel members and political interference condone appointment of those with no qualifications and experience. It was the sentiments of participants that abuse of power misrepresent existing prescripts, undermine recruitment and selection processes; and demoralise those affected.

This therefore suggests that the recruitment and selection processes of personnel within the MDHS is associated with more ethical challenges than technical challenges, and many officials are not satisfied in panel members' conducts as well as flaws in processes as panel members compromise those with qualifications. Whereas the Section 195 of the Constitution of Republic of South Africa,1996 further provides that good human resource management including recruitment and selection of employees must be practiced, to maximise human potential and maximise productivity. Public administration must be a broad representation of all South African people with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past.

4.3 PRESENTATION OF DATA FROM QUESTIONNAIRES

A total number of thirty questionnaires were distributed to administration officers, senior administration officers and assistant managers that were randomly selected. Not all questionnaires were returned, but twenty six respondents completed and returned the questionnaires which gave a response of 87%.

This part presents data collected through questionnaires which had 22 questions. Part 1 required respondents to give personal information, and in part 2 respondents had to outline strategies/ policies enhancing ethical standards within the MDHS. Finally part 3 sought to look at compliance to recruitment and selection processes, relevant policies and legislations. The questionnaire is attached as Annexure B.

PART 1: PERSONAL INFORMATION OF PARTICIPANTS

The section was of importance in determining the occupation of participants, level of education, gender, race and age of participants. This was also crucial to ascertain the level of education of participants comparing to the recruitment and selection processes within the MDHS, gender, race and age were also of importance in order to check as whether the MDHS take into consideration employment equity as part of ethical consideration in South African public service.

4.3.1 Responses according to occupation

Data collected in this question shows that six (23%) of the participants were administration officers, nine (35%) senior administration officers and eleven (42%) were assistant directors/assistant managers. The study was balanced as it focused on different occupational levels to ensure unbiasedness. The research utilised participants in different occupational levels in order to investigate if employees in different levels within MDHS does have the full understanding about recruitment and selection processes.

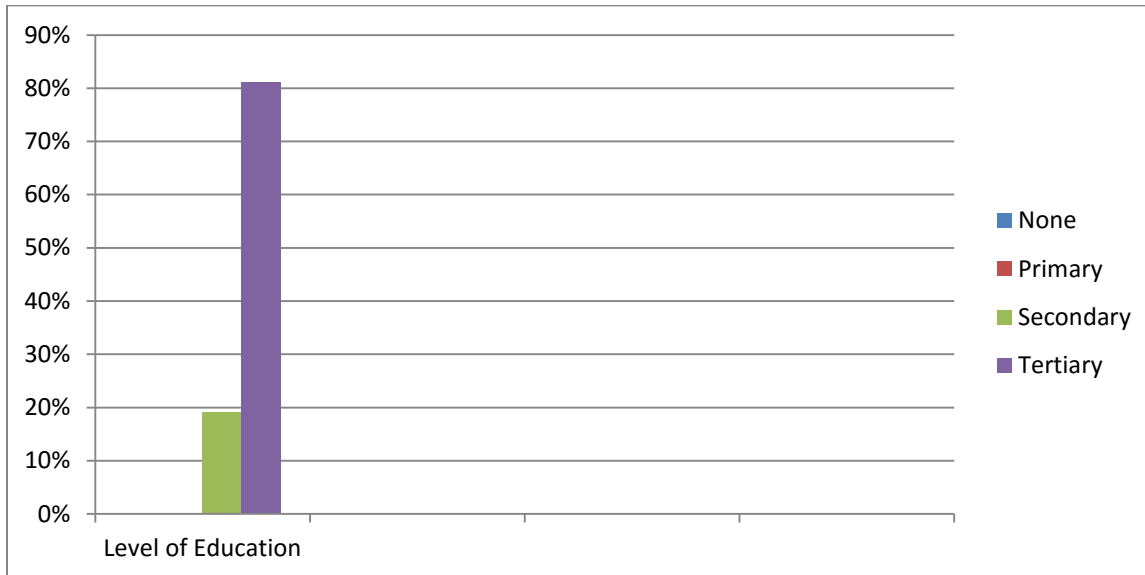
Figure 2: Occupation of Respondents



4.3.2 Responses according to level of education

Twenty one (81%) of the participants have tertiary level qualifications while five (19%) only have secondary level of educational qualifications. No participants who is only having primary qualifications. This implies that the educational level of participants in the category of administration officers, senior administration officers and assistant managers within the MDHS is good; and it may be assumed that those were already qualified as at the time of appointment or acquired their qualifications while already within the employment. The insertion of level of education was of importance in order to investigate as to whether MDHS take into considerations qualifications in its recruitment and selection processes of employees.

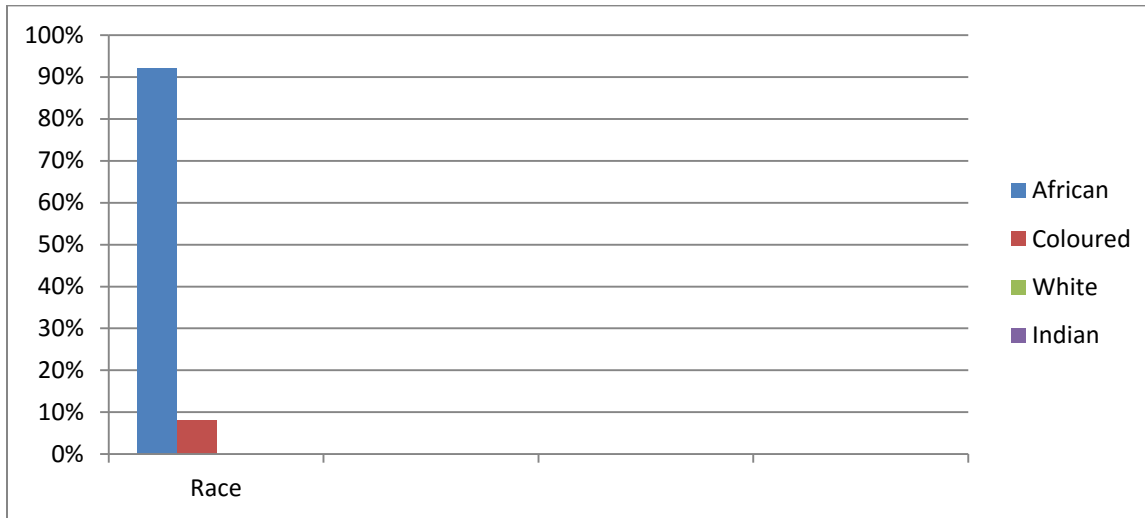
Figure 3: Respondents' level of Education



4.3.3 Responses according to race

Data collected on this question indicate that twenty four (92%) of participants were African, two (8%) coloureds while there were no whites nor Indians participants involved. The researcher is of the view that MDHS does not take into consideration the issue of employment equity as it should because there is imbalances in that regard. This implies that majority of the participants were black, the goal of government to meet the EEA target in terms of Africans has been recognised taken into consideration the appointment of more Africans as previously disadvantaged group.

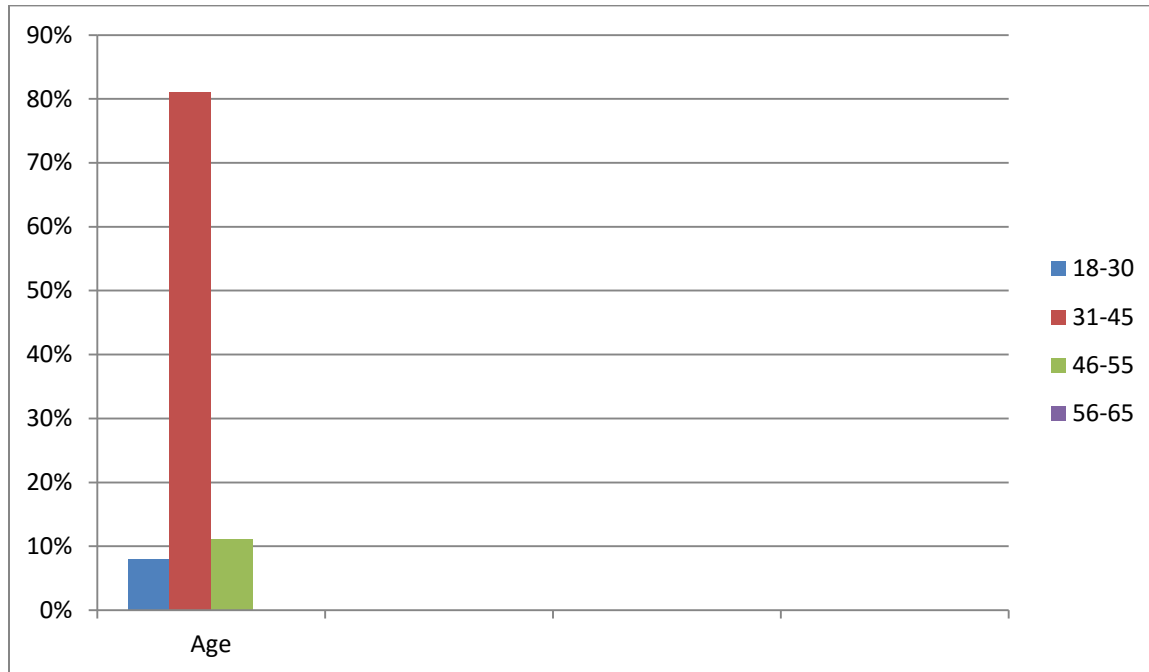
Figure: 4 Respondents' race



4.3.4 Responses according to age

Data collected showed that two (8%) of the participants were between the age of 18-35, twenty one (81%) between the age of 36-45 and three (11%) between the age of 46-55. The MDHS do recognise the youth and adult in recruitment and selection of personnel processes as stipulated in the Constitution of RSA, 1996 that public service must be a representation for all people. The study revealed that the employment rate of youth within the MDHS is low; however majority of respondents are adults between the age of 36-45 and can still acquire more knowledge before retirement and transfer skills to others. Section 195 of the Constitution provides that public administration must be a representation of all in terms of recruitment and selection.

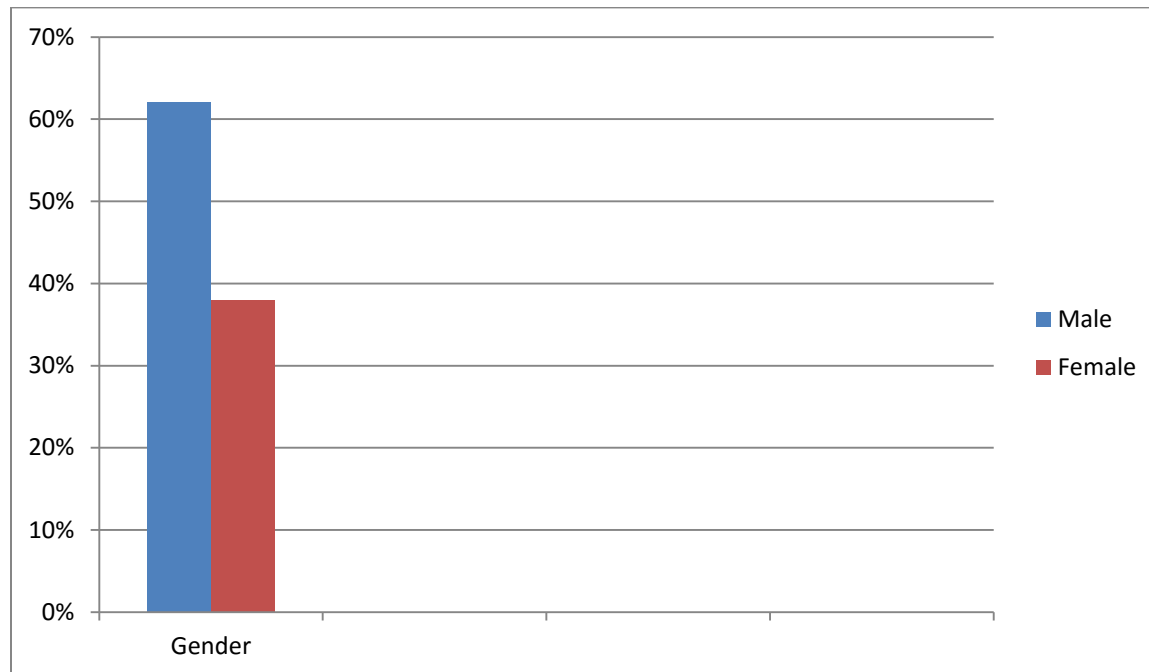
Figure 5: Respondents' age



4.3.5 Responses according to gender

Sixteen (62%) of the participants were males whereas ten (38%) comprised of the female participants. This suggests that the study on data collected were not based on one sided gender but allowed both to be participants. Majority of the participants were male; however female employees are in majority within MDHS in general though minority in management position. This means that the Employment Equity of the department still needs to improve to increase female employees in management positions in order to redress the imbalance of the past. The Mpumalanga Provincial Government also has majority of male in management positions. This implies that affirmative action of the Province needs to take into consideration the increase of women in role of leadership.

Figure 6: Respondents' gender



PART 2: POLICIES PROMOTING ETHICAL STANDARDS IN RECRUITMENT AND SELECTION PROCESSES WITHIN THE MDHS

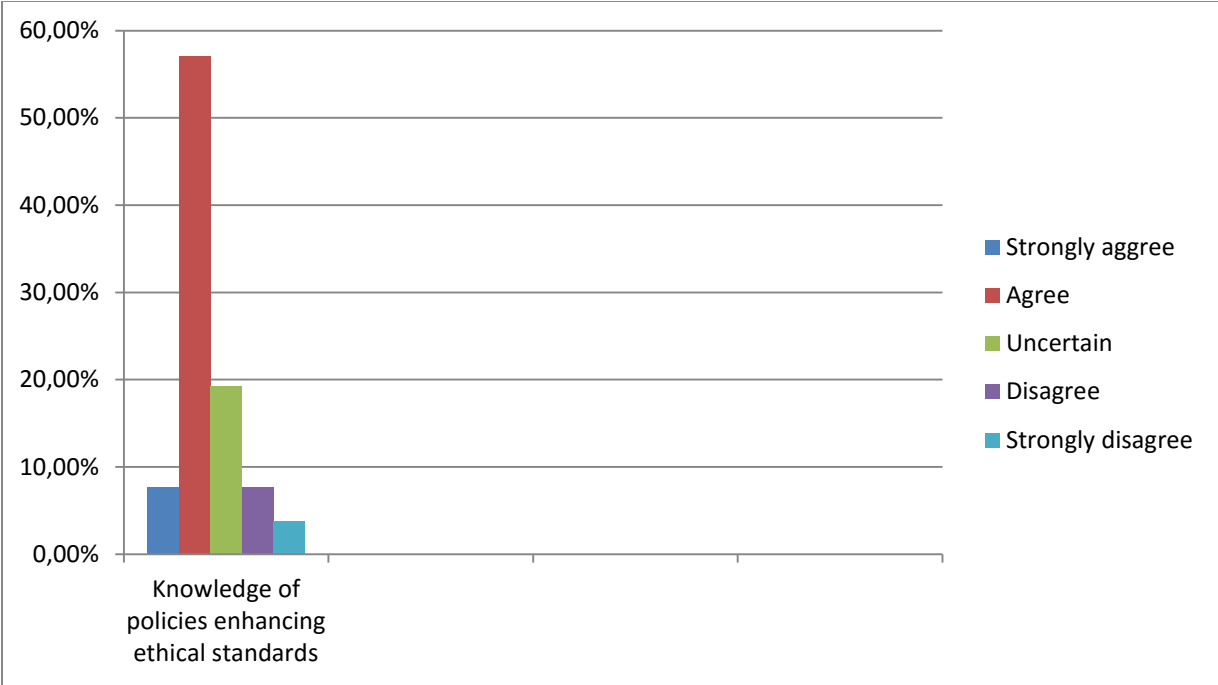
4.3.6 Response on the question of knowledge of strategies/policies enhancing ethical standards in recruitment and selection processes

Fifteen (57%) of the participants agreed, two (8%) strongly agreed that the Mpumalanga Department of Human Settlements have strategies in place to deal with ethical standard in recruitment and selection processes. Two (8%) disagree, one (3.8%) strongly disagree, while six (23%) are not sure of any strategies or policies in that regard. Even those who agree that there are strategies/policies, among others, EEA, PSR, HR Policies; they are of the view that those are not followed or implemented.

The researcher is of the opinion that having policies is not enough, but the implementation part is of importance. Schoeman (2014:38) states that recruitment and

selection processes should be moulded by legislation, policies within the institution and its values which are fairness, honesty, unbiasedness and integrity, which together would set an example of best practice. Nevertheless, when these considerations are compromised, it can aggregate to conduct that is both unethical and unlawful, among others conducts such as unfairness, discrimination, nepotism or not following due process

Figure 7: Knowledge of policies enhancing ethical standards in recruitment and selection



4.3.7 Response on who is involved in recruitment and selection processes and reasons

Sixteen (62%) of the respondents explained that managers/ddeputy directors and senior managers/ directors are usually involved in those processes because they are in higher levels; and the candidates to be appointed will be directly reporting to them. It was also elaborated that at times those who are involved would just like to serve their own

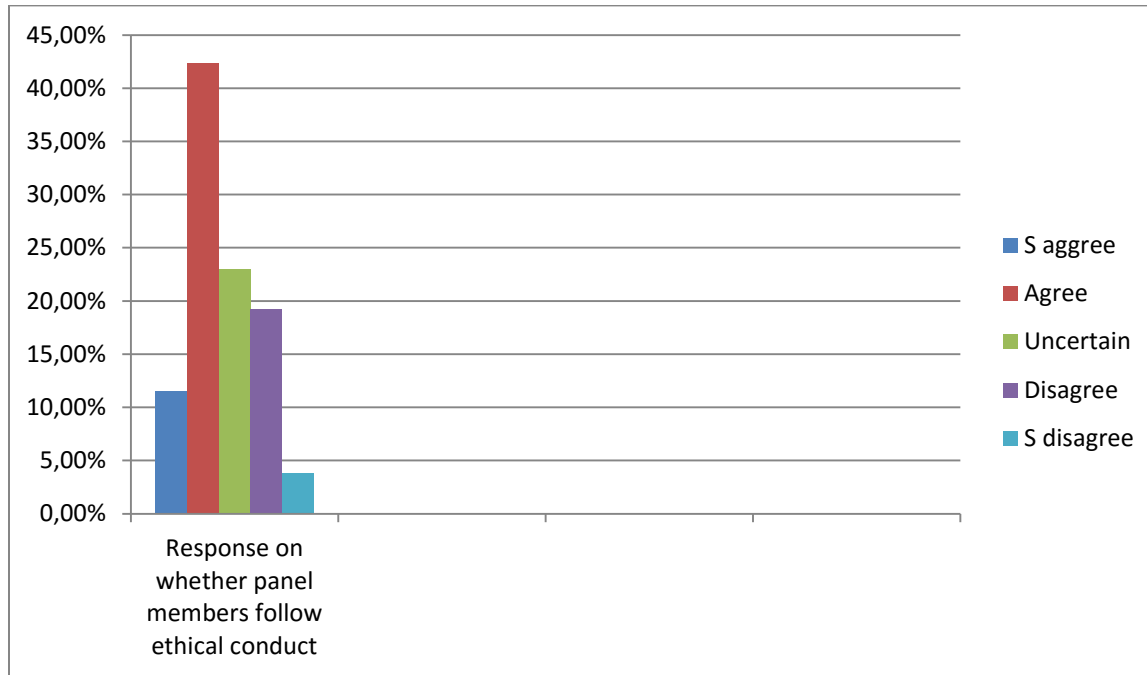
interests and select friends, relatives and family members. The other ten (38%) are of the view that even assistant managers are sometimes involved in recruitment and selection processes personnel. It is just a norm that those in higher positions than the advertised position must be involved and also trade union to observe the processes.

4.3.8 Response on whether panel members follow ethical conduct

The responses established that three (12%) strongly agree and eleven (42%) agree that panel members do follow ethical conduct during the recruitment and selection processes, as it is ensured that confidentiality and declaration forms are signed. It was also elaborated that the panel members are guided by policies to select the right person who is qualified and experienced for the position. Five (19%) and one (4%) were of the opinion that panel members do not follow ethical conduct as there is favouritism, nepotism and advancing of own interests during the processes. It was also explained that some come with own agendas, while senior managers and politicians interfere with processes and lack of confidentiality. Six (23%) are uncertain of whether the processes are followed or not.

It is not a bad description that more than 50% of the participants were of the view that panel members do follow ethical conduct, however it is not enough as the other percentage do not take ethical issues into consideration as those few may dent the image of the MDHS if not attended to. Mondy, Noe and Premeaux (2002:175) specify that the importance of ethical selection processes aims at selecting candidates who are best qualified according to the criteria as outlined on the requirements of that particular position.

Figure 8: Ethical conduct

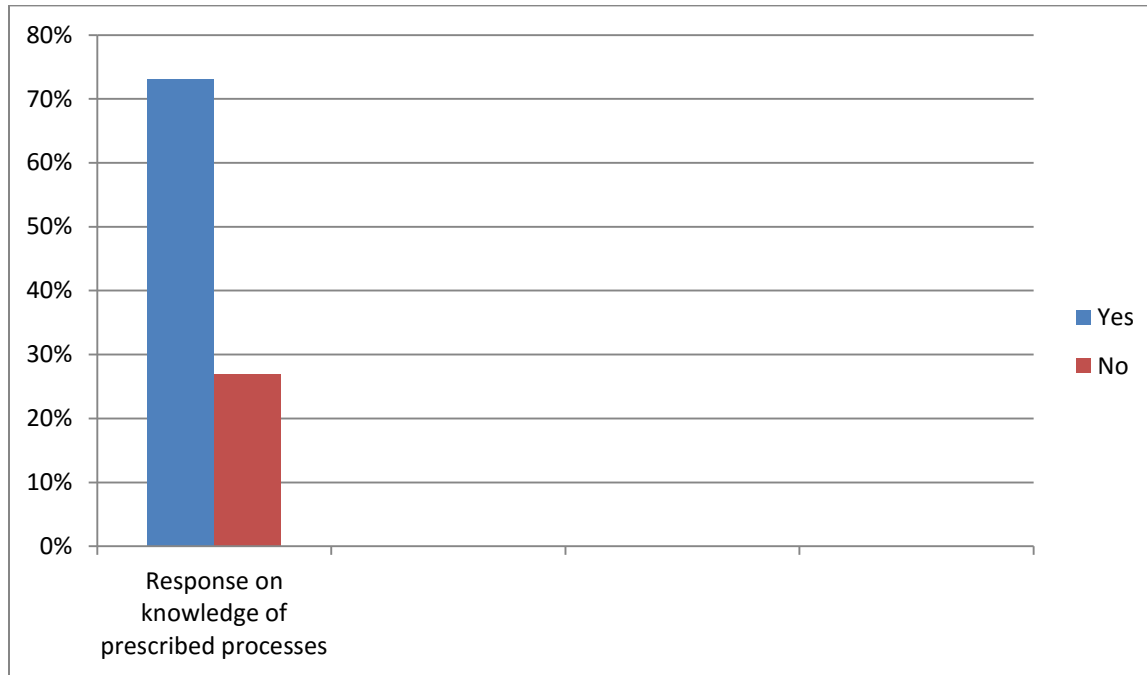


PART 3: ADHERENCE/ COMPLIANCE TO RECRUITMENT POLICIES AND LEGISLATIONS

4.3.9 Response on knowledge of prescribed processes

Nineteen (73%) participants responded that they do have knowledge of processes of recruitment and selection of employees in which processes were outlined from advertisement, profiling, shortlisting and interviews, and further elaborated that selection must be done as according to the advert where the selection of a right, suitable and qualified candidate by panel members was of emphasis. Seven (27%) of the participants do not have the knowledge of those processes. This means that majority do know the processes and only few still need to be capacitated.

Figure 9: Knowledge in processes



4.3.10 Response on whether any of the participants were given any training relating to recruitment and selection of employees

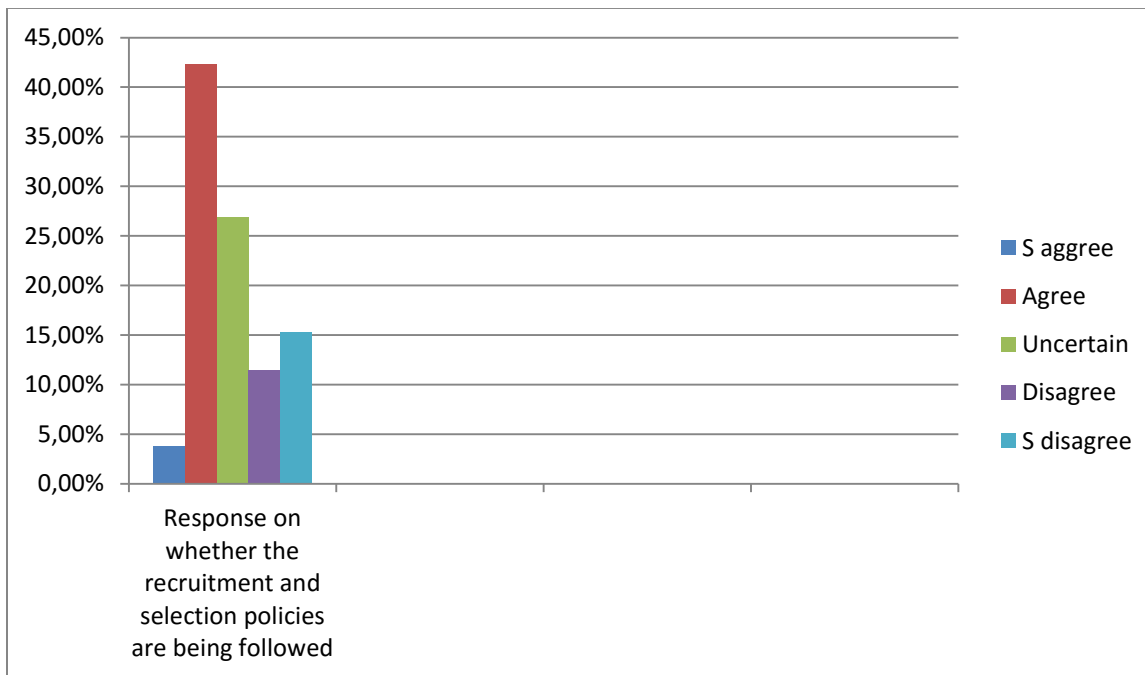
According to the responses given, 69% explained that they were never subjected to any training while only 31% were subjected to those trainings. The researcher is of the understanding that many of the officials involved in recruitment and selection processes of personnel lack proper training on these processes for the benefit of the MDHS. Business Ethics Briefing (2010:1) explain that the human resource personnel are supposed to be trained on issues of recruitment and selection processes including, secrecy and in incorporating of ethics on job descriptions of employees at large.

4.3.11 Response on whether the recruitment and selection policies are being followed or implemented within the Department

One (4%) strongly agreed that there are no objections of the processes and no report on nepotism; eleven (42%) agreed that policies are followed because if there are

deviations, disciplinary processes are instituted against, however there is room for improvement in terms of compliance seven (27%) were uncertain but of the view that panel members do whatever they want that consist of irregularities and political interference. However three (12%) disagreed with the policies are followed as they were of the opinion that there are nepotism, favouritism; and policies are not implemented within the human resource and four (15%) strongly disagreed as alleged that policies are approved but not implemented.

Figure 10: Implementation of policies in recruitment and selection



4.3.12 Response on whether the adherence to policies and ethical processes in recruitment and selection processes of employees need to improve

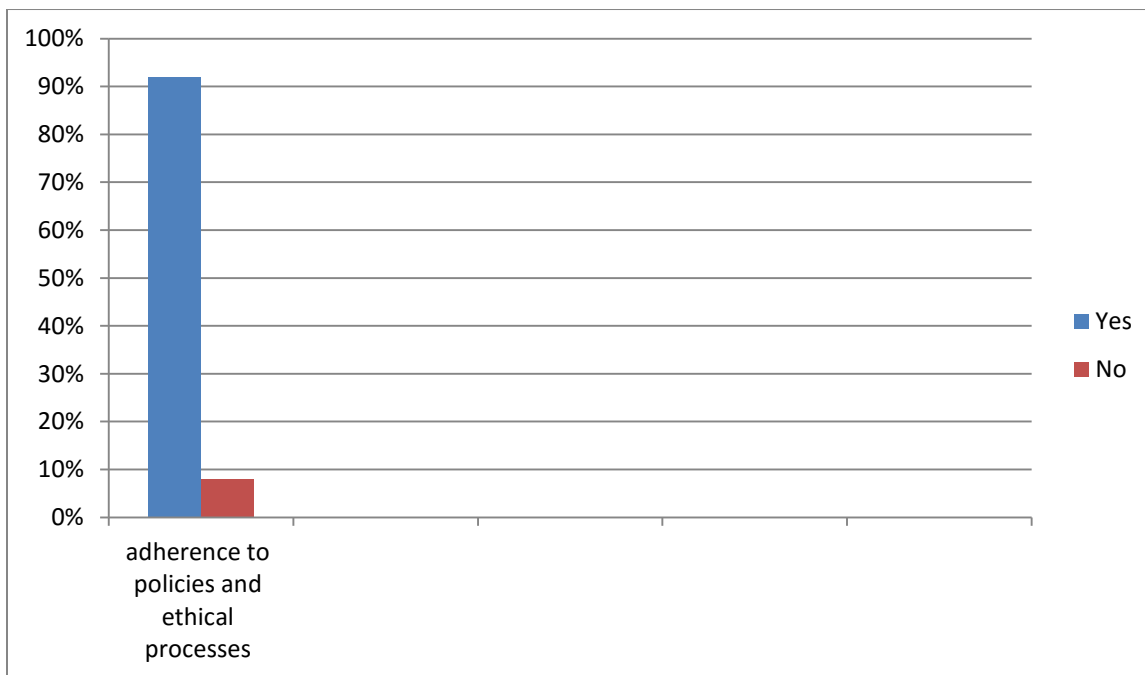
Twenty four (92%) of the respondents agreed that adherence to policies within the Department need to be improved in that panel members should be vetted, abiding to confidentiality, setting aside own interests and review of policies each year. The respondents also suggested that time frame for profiling after the closing date should be attached in order to avoid loss of documents, integrity of panel members be scrutinised,

training, implementation of policies and Code of Conduct, good governance and involvement of other stakeholders.

Only two (8%) of the respondents were of the view that there are implementation of policies in recruitment and selection processes; however the responses suggested that training on professionalism should be incorporated, fairness and transparency be promoted that also include the appointment of those with qualifications and skills. The respondents also suggested that panel members should avoid nepotism while the implementation of policies and Employment Equity measures should be improved.

This therefore means that there is poor implementation of policies within the MDHS as also suggested by the majority of participants and this lead to unethical conducts. The main purpose of legislations and regulations is to redress the unfair discrimination practiced against non-white people, which took place during the apartheid era before 1994” (Thebe, 2014:115).

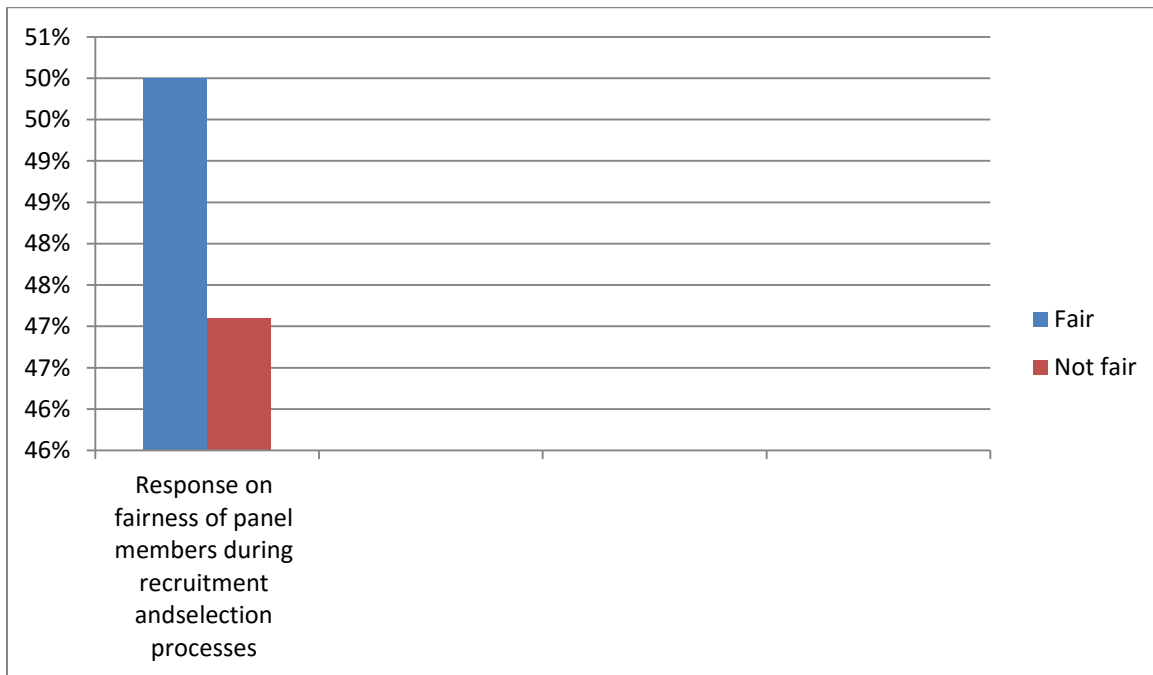
Figure 11: Need for improvement in implementation of policies



4.3.13 Response on fairness of panel members during recruitment and selection processes within the Department

Data collected displays that 47.1% participants were of the view that the panel members are not fair as candidates are appointed without qualifications, policies not implemented while instructions from management and political interference hinder service delivery because candidate with only matric are appointed in management positions. The other 50% responded that panel members are fair but not at all times as scoring are based on performance however things changes along the process. This therefore imply that fairness of panel members in recruitment and selection processes within the MDHS is not constant

Figure 12: Fairness of panel members



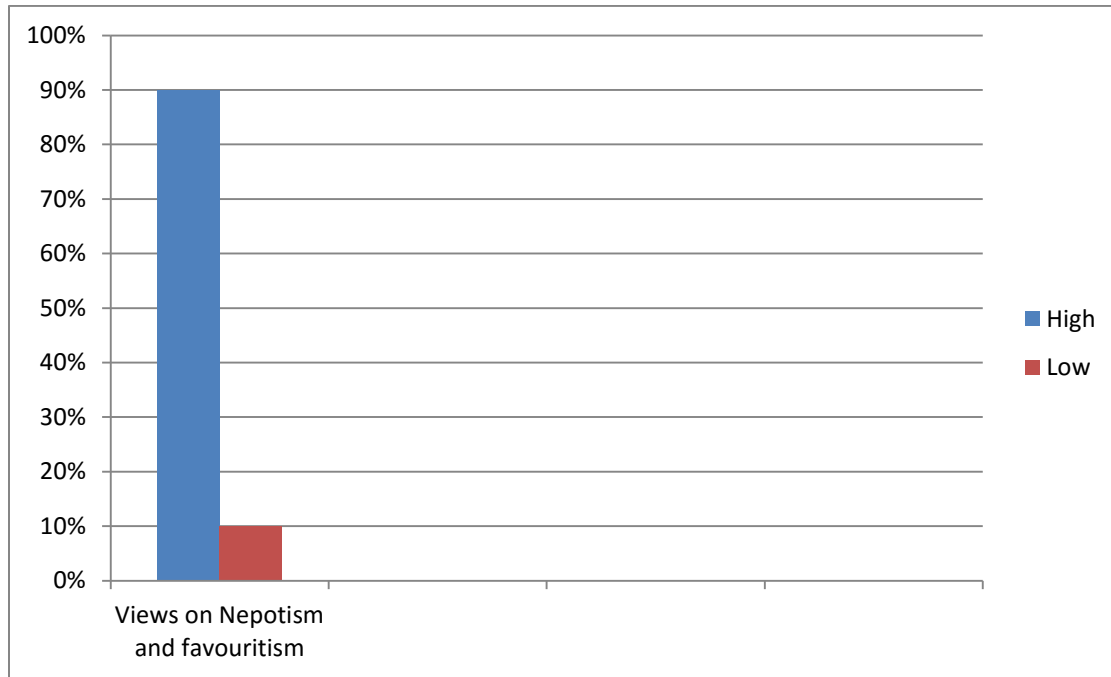
4.3.14 Views on Nepotism and favouritism during recruitment and selection processes of employees

Majority of the participants about (90%) responded by outlining the challenges related to nepotism and favouritism, it was the views that nepotism is not fair as it demoralise other officials and affect service delivery because the best candidates are overlooked at.

Participants also felt that it would be better if senior managers would place own family members, relative and friends to other departments; as it is also difficult to manage relatives because they develop attitudes. It was established that nepotism leads to non-compliance to policies. It was the response from participants that favouritism affects internal employees as they are demoralised by the conduct of panel members. The Public Service Commission in its Code of Conduct (2002:43-4.4.6) asserts that an employee tasks with the recruitment and selection realises that a friend, family member or relative are part of the shortlisted candidates, such an employee should excuse himself or herself from the proceedings since there will no fairness. This suggests that there are panel members who are not fair as they select own family members and friends; and this is not fair.

Thebe (2014:115) states that the personnel recruitment and selection of employees should be conducted in a fair, unbiased manner but not favoring friends and family. Section 4.3.3 of the Code of Conduct for the Public Service indicates that public servants must not favour relatives and friends in work-related activities and never abuse power authority or influences another employee, nor is influenced to abuse his or her authority. This also implies that in recruitment and selection of employees, persons who are in power are also prohibited to manipulate processes in order to favour self or any other person.

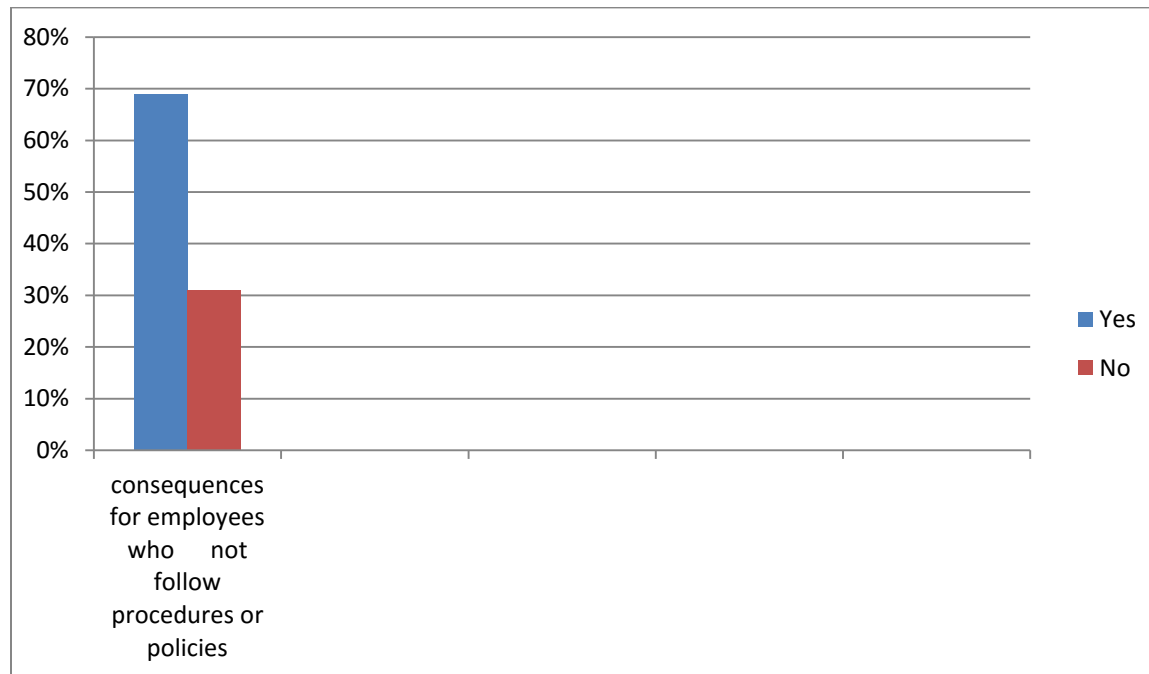
Figure 13: Views on nepotism and favouritism



4.3.15 Response on whether there are consequences for employees who do not follow procedures or policies during the recruitment and selection processes

Seventeen (65%) respondents indicated that if panel members engage in unethical conduct, disciplinary inquiry may be instituted. Some participants hinted that they know of other officials who were subjected to disciplinary inquiries due to nepotism. However nine (35%) were of the view that not everyone is subjected to disciplinary inquiries but just few individuals. The respondents expressed that only selected employees are disciplined for engaging themselves in unethical conduct and this leads to grievances and unrest. Wessels (1999: 138) states that adherence to ethics will results in effective organisation which has fewer grievances and less conflicts. Ethics in public service is of importance in ensuring that the democratic values in South African institution are promoted (Disoloane, 2012:25).

Figure 14: Consequences for non-adherence to policies



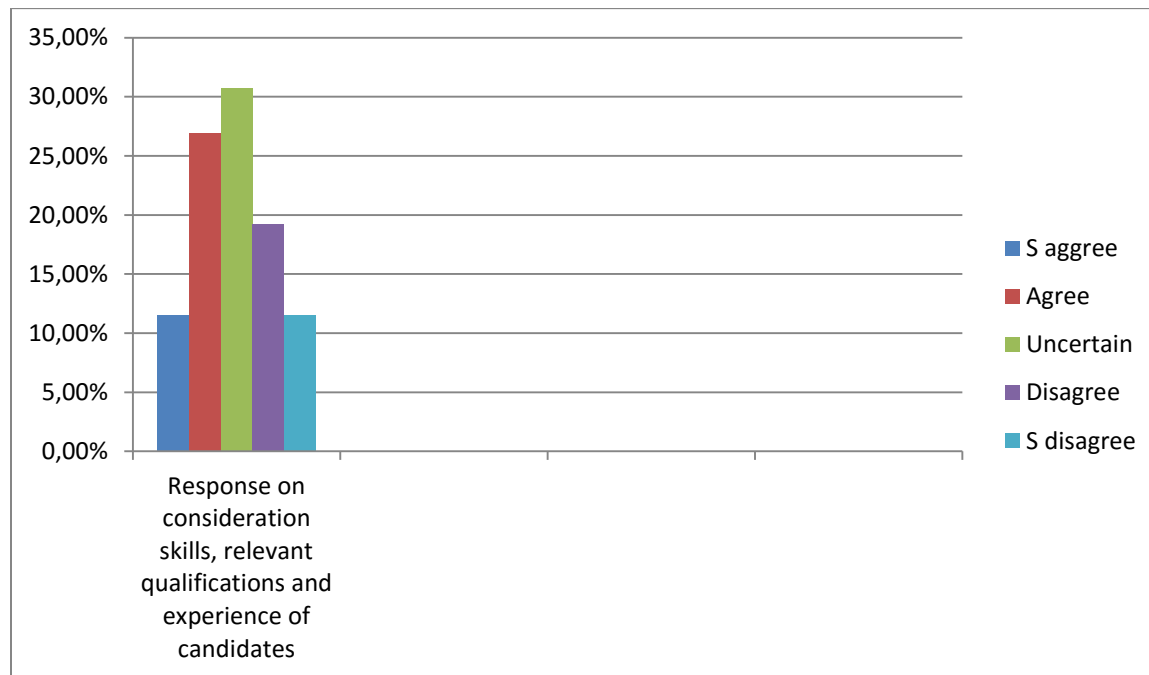
4.3.16 Response on consideration of skills, relevant qualifications and experience of candidates by panel tasked with recruitment and selection processes of personnel for selection purposes

Three (11.5%) strongly agreed that the panel members stick to the advert from the shortlisting, interviewing based on criteria, seven (27%) participants agreed that panel members are fair, but had reservations that sometimes panel members overlook at qualifications; eight (31%) were uncertain whereas five (19%) strongly disagreed with reasons that candidates who are selected do not meet the requirements and are without experience.

Favouritism was regarded as one of the major challenges, as those selected sometimes do not have the necessary qualifications and their performance on the actual job is unsatisfactory. Three (11.5%) respondents disagree and explained that political deployment, favouritism and nepotism make the panel members to overlook those who

qualify based on merit. The researcher is of the opinion that even if in some instances qualifications, skills and experience are considered but to a certain extent they are compromised, this is not fair and hinders service delivery. Phago (2014:43-45) states that selection procedures of employees that are regarded as fair include, among other things, policies to guide and enforce selection of employees, honesty of panel members when making decisions by ensuring that candidates who are subjected for an interview are selected based on qualifications, competencies and skills.

Figure 15: Consideration of skills, qualifications and experience by panel members

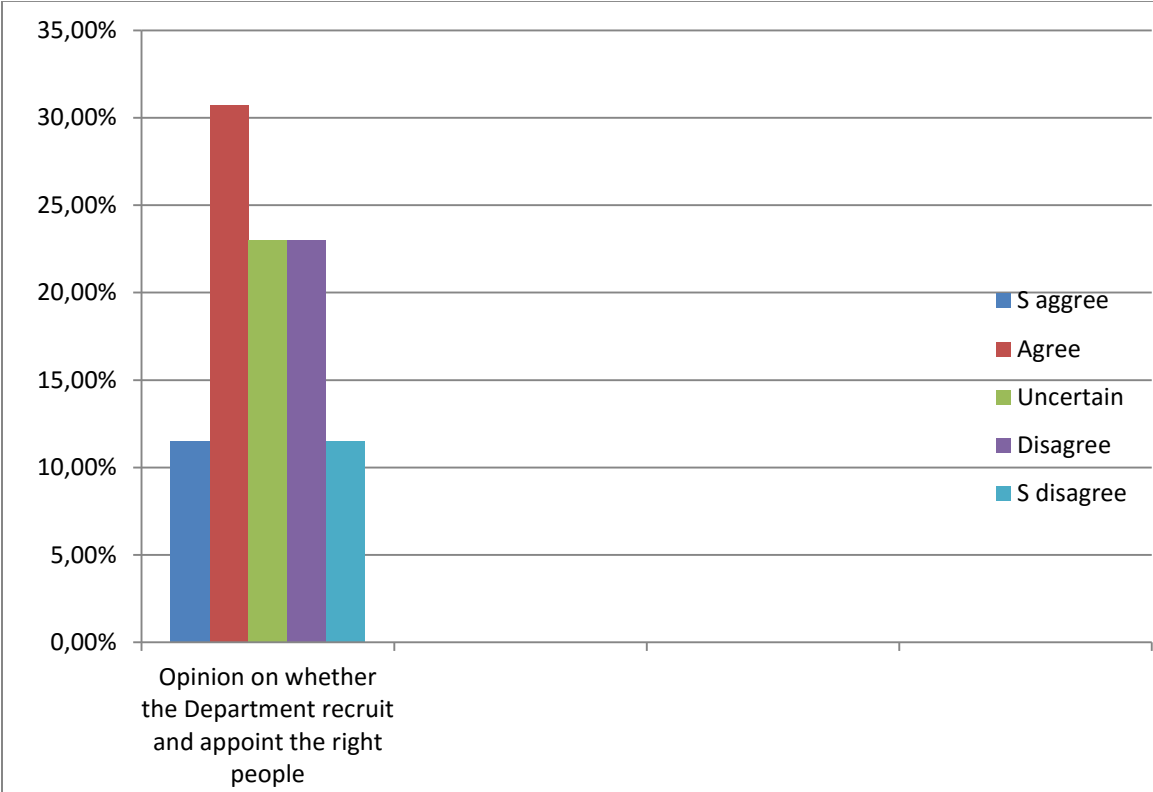


4.3.17 Opinion on the MDHS recruiting and appointing the right people with relevant qualifications, skills and experience to the post advertised concord

Three (11,5%) strongly agreed, eight (31%) agreed that MDHS recruit and appoint the right people with skills and qualifications; six (23%) were uncertain, six (23%) disagreed while three (11,5%) strongly disagreed that the MDHS appoints the relevant people in positions. Degenaar (2005:1) states that in order for an institution to have quality service

delivery, competent candidates must be recruited in relevant positions. This suggests that MDHS still needs to improve in its recruitment and selection processes, appointing the right people means that the qualifications and skills must be relevant to the position but not just any qualifications and irrelevant experience. According to Business Ethics briefing (2010:1) ethical persistence will include the recruitment of those individuals who are regarded as fit in terms of ethical requirements as of that particular institution; this will mean having the right people in various positions, more especially at the top.

Figure 16: Appointment of right people



4.3.18 General views of participants

It was the view of respondents that those without qualifications and experience are sometimes considered and recommended for appointed; however in cases where experience is considered, qualifications are overlooked at. In some instances those who are qualified are wrongly placed. It was also alleged that candidates with only matric qualifications are appointed in management positions. In addition of the above, the following were recorded by respondents as challenges associated with recruitment and selection processes within MDHS.

4.3.18.1 Lack of Consistency in the application of recruitment and selection processes

Response to this question also revealed that there is no consistency in the execution of recruitment and selection processes of employees. It was the views of participants that in some positions candidates with no relevant qualifications or no tertiary qualifications are appointed to management positions. Data collected also suggest that in several positions, those with qualifications are wrongly placed because the qualifications and skills do not match the job description and job specifications.

4.3.18.2 Lack of Confidentiality

The responses also divulge that in certain circumstances confidential information are leaked to the candidates immediate after the interviews and the recommended candidate become furious if not approved as the suitable candidate by the relevant authority. The researcher is of the opinion that lack of confidentiality and failing to keep an oath of secrecy is a major challenge within the MDHS, the challenge was consistently raised by respondents of the study in various questions. These therefore suggests that declarations and signing oath of secrecy may also play a crucial role for those who are involved in the recruitment and selection of employees so that there will be a documented reference for everything.

4.3.18.3 Nepotism and favouritism hinders good governance

It was commonly agreed that nepotism and favouritism is a serious challenge within the MDHS recruitment and selection processes. Service delivery is mostly affected as those appointed do not have qualifications and skills but favours were done given instead of selecting the suitable candidate. The Code of Conduct (2002:27) indicates that in favouritism, certain singled out employees are appointed, promoted, transferred, or given generous treatment based on subjective considerations such as friendship, returning a favour and others. Van Rooyen (2013:22) further explains nepotism as a scenario in which a public servant ensures that family members are appointed to public servant positions. This is unethical because the public servants are not supposed to be giving favours to anyone but rather give credit where is due base on merit and requirements set.

Political interference also affects decisions making by panel members. It was the opinions of participants that corruption needs to be discouraged and good governance encouraged. Training and provision of bursaries should be priorities to educate employees. These indicate that there are lots of challenges associated with recruitment and selection processes of personnel within MDHS.

4.4 CONCLUSION

Chapter four offered the analysis of the study by applying both qualitative and quantitative approaches. Data were gathered using interviews and questionnaire. According to the findings of the study, ethics in recruitment and selection processes within the MDHS are mostly compromised by panel members who are involved in those processes. The study revealed that many employees are aware of the legislations governing Public Service in recruitment and selection processes. Legislations, policies and strategies are there within the department; however there is no implementation as

individuals opt not to adhere to those policies, therefore engaging themselves in unethical conduct.

Data collected also suggests that there is lack of confidentiality by panel members and those involved during recruitment and selection processes as information is revealed to candidates before the Accounting Officer make a final decision. Political interference has been stated several times as one of the challenges encountered in recruitment and selection processes; respondents stated that appointment of those without qualifications demoralises those who are with qualifications when overlooked. The study also revealed that there are participants in management position with only matric as the highest qualification. Nepotism and favouritism discourages employees who are already within the MDHS as panel members select friends and families during interviews. Those with qualifications, skills and experience are sometimes disregarded due to unethical conducts; however in selected circumstances candidates with qualifications are recognised. Chapter five presents conclusion for the entire study and recommendations.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter provides the conclusions and recommendations drawn from the analysis of data collected. As indicated in chapter one, the objectives of this study were to find out if the Mpumalanga Department of Human Settlements has strategies in place to enhance ethical standards in the recruitment and selection processes of personnel, and to investigate if the recruiting and selection processes are adhered to as per the relevant policies and legislations.

Chapter One introduced the study by providing background information and explaining the research problem in the departmental recruitment and selection processes. In addition, the rationale and the significance of the study were also provided; including the research methodology utilised. Finally, the chapter provided the definition of concepts, ethical consideration and the limitation of the study.

Chapter Two entailed a review of ethics literature within the context of recruitment and selection. This included among other things recruiting and selection of the best qualified and skilled candidate for the position. It further discussed the trend in the world as far as recruitment is concerned, including South Africa. The chapter also outlined the legislative framework on recruitment and selection processes. This chapter further discussed the trend in the world as far as recruitment and selection is concerned; and South African public administration, recruitment and selection of employees in both the private and public sectors. Finally the chapter provided what is expected by legislation from the two sectors mentioned.

Chapter Three offered the research methodology that was used for the purpose of achieving results and data collection method. The chapter outlined the research methodology applied for the purpose of achieving the expected outcomes of the

objectives of this study and the manner in which data was collected. It also clarified data collection method which was used in which questionnaires and interviews were used as techniques to gather information, data analysis was also elaborated on. Lastly, the chapter explained ethical consideration that the researcher had to commit to; and research limitations of the study.

Chapter Four presented and analysed the data collected from the interviews that were conducted with participants of the study and from questionnaires which were handed out and response given by the employees from the MDHS. The study focused on ethics in recruitment and selection processes of employees within the Department looking at policies/strategies; compliance, consideration of skills, qualifications and experience; views on nepotism and favouritism and challenges associated with recruitment and selection processes. The area of focus for both questionnaires and interviews were similar in order to allow the researcher to focus and be able to draw conclusion and make recommendations.

Chapter Five is a summary of Chapters 1 to 4 and a conclusion to the study with recommendations to assist the Department of Human Settlements in promoting ethical standards in its recruitment and selection strategies/programmes. Chapter five also identifies potential areas for future research.

5.2 SUMMARY OF RESEARCH FINDINGS

In undertaking this inquiry, the initial plan was to interview ten senior managers and ten managers, however only four senior managers and nine managers were interviewed (a total of thirteen). Thirty questionnaires were distributed but twenty six were completed and returned. Nevertheless, the researcher is of the view that the study was successful despite the challenges encountered along.

The study revealed that most participants were Africans, two coloureds and no white participants. This means that majority of employees within the MDHS are Africans, suggesting that the ethical principle of equity is not sufficiently applied in recruitment and selection within the MDHS. The study also discovered that participants were aware of the legislations and policies governing recruitment and selection processes of personnel; however the participants were of the view that legislations and policies are not implemented. Furthermore, the MDHS does appoint candidates with qualifications and skills in certain positions, however there is still a challenge as in most of the positions people without qualifications and or relevant skills are appointed. The study also revealed that there are participants in management positions but only possess Matric as the highest qualification. Data collected also revealed that the department is associated with lack of confidentiality and political interference in recruitment and selection processes.

5.3 CONCLUSIONS

Recruitment and Selection processes remain the crucial part within the MDHS. Many respondents were of the view that the strategies/policies are there, however the challenges is that there is no implementation of those policies; there are also legislations governing recruitment and selection processes in the public service but most of the employees who are involved in these processes do not adhere to those legislations also. These make it difficult for the processes to be fair as ethics are compromised in the long run. Some of the panel members are involved in nepotism and favouritism during those processes instead of selecting based on qualifications, competency and experience this disadvantage those who are competent, qualified and suitable. There in lack of confidentiality as some panel members disclose result to candidates before the final decision is made by the relevant authority. Management and Political interference are amongst the most stated challenges that are associated with recruitment and selection of employees within the Department.

The fact that majority of those who are involved in selection and selection processes are not trained on processes also contribute to unethical conduct and non-compliance to policies. Based on the data collected and analysis made, the researcher was able to make the following recommendations.

5.4 RECOMMENDATIONS

In consideration of all the challenges and matters raised by respondents, the following recommendations are made to help improve practice of ethics in recruitment and selection in the case study organisation:

5.4.1 Policies relating to ethics should be emphasised by the top management in such a way that training and adherence should be compulsory.

Policies are formulated within various organisations to guide the organisation to a direction which is beneficial, serve as service standards in maintaining ethical behaviour. Decisions are supposed to be made in line with those formulated policies. The MDHS does have policies to enhance ethics in recruitment and selection processes of personnel, however the challenge lies with the implementation by panel members and whoever is involved. For that reason, it is important for management to take policies into serious consideration and make it a point that employees get compulsory trainings as such can benefit the department and all employees at large.

5.4.2 The Declaration of Secrecy should be binding to all panel members who undertake the Oath; consequences of bridging the oath should be implemented.

All panel members and union representatives do sign the declaration and oath of secrecy forms during the interviews, nevertheless confidential information of what transpired during the interviews are sometimes divulge to candidates and other

employees within and outside the department as outlined by participants. This implies that just signing the forms is not enough; therefore there should be implementation of consequences for failing to keep an oath of secrecy.

5.4.3 Ethics should be incorporated as one of the key performance areas of officials within the Department to ensure that each and every one takes ownership and be held accountable.

Ethical standards are one of the requirements in the workplace which are mostly well documented within institutions. However, appreciating those benefits rest on the employees within the institution willing to implement and incorporate ethics into the institution's culture, which among other includes its systems and processes(Schoeman 2014:38). Certain of the areas that must be given more consideration are recruitment and selection processes.

In order to give weight to ethics, the MDHS should incorporate ethical standards as one of the key performance areas of officials within the Department to ensure that each and every one takes ownership and be held accountable.

5.4.4 Political interference should be discouraged and be completely stopped; candidates should be selected and appointed based on qualifications, skills and potential.

Political interference in public administration remains the most expressed challenges within the South African public service. There have been allegations of appointment of under qualified and unqualified candidates in top management positions within the government departments at large. Participants in this study also raised challenges around political interference in terms of recruitment and selection of candidates based on political interference rather than qualifications, skills, competencies and merit.

It is therefore recommended that political interference should be discouraged and be completely stopped; candidates should be selected and appointed based on qualifications and skills.

5.5 AREAS FOR FUTURE RESEARCH

As articulated in earlier parts of this text, this study considered the practice of ethics in one public institution i.e. MDHS. Consequently, not much has been documented about the implementation of ethics policies in other government departments. In view of this, further research is suggested to address the following issues:

- Implementation of ethics training programmes in the public service, and
- Employee perceptions on the practice of ethics in staff development
- The role of ethics committees in public institutions

5.6 FINAL REMARKS

The chapter made inferences on the practice of Ethics in recruitment and selection processes of personnel within the MDHS. It also presented the summary of each chapter, findings and recommendations to address the challenges revealed by the study. The study was successful in establishing that there are strategies/policies within the MDHS that seek to enhance ethics in recruitment and selection processes, although these were not fully implemented. In part, this explains why ethics standards were being compromised by panel members.

The aim of the study was to determine if the Mpumalanga Department of Human Settlements adheres to ethics in its recruitment and selection processes as stipulated by various legislations. The ethics include recruiting and selection of relevant people with relevant qualifications, skills, and competencies in a fair and unbiased manner by

following the right procedures. The aim was fulfilled as the study managed to gather information through interviews and questionnaires from participants who made the study successful.

Consequently, the study concludes that ethics in recruitment and selection processes remain the most important aspect of any organisation, and that adherence to ethics policies and legislation is central to promoting and preserving the integrity of public institutions. In order for the MDHS to improve in terms of ethics in its recruitment and selection processes of personnel, the department need to take into consideration the findings and recommendations of the study.

BIBLIOGRAPHY

Appel, C. 2006. *Assessment of Job Satisfaction of environmental officers within Gauteng Government Department*. Unpublished Masters Dissertation. Pretoria: Tshwane University of Technology.

Armstrong, M. 2006. *A Handbook of Human Resource Management Practice*, Kogan Page.

Babbie, E. 2007. *The practice of social research*. (11th Ed). Belmont: Wadsworth Thomson Learning Inc.

Banfield, P. & Kay, R. 2008. *Introduction to human resource management*. New York: Oxford University Press

Brand, H.E. 2008. *Proposing and evaluating a model for ethical recruitment and selection*. *Journal of Contemporary Management*. DoE accredited ISSN 1815-7440 Volume 5 2008 (205-222).

Brynard, P.A & Hanekom, S.X. 2006. *Introduction to research in management-related fields*. (2nd Ed). Pretoria: Van Schaik

Brynard, D.J., Hanekom, S.X. & Brynard, P.A. 2014. *Introduction to Research* (3rd Ed) Pretoria: Van Schaik.

Buhasio, S.A. 2012. *Challenges facing employee recruitment and selection among non-governmental organizations in Kakamega District, Kenya*. Nairobi: University of Nairobi. (MBA).

Business Ethics Briefing. 2010. *Ethical Due Diligence in Recruitment*. Issue No 17 November 2010. (1-2) Institute of Business Ethics. University of Norte Dam [www.ibe.org.k\(13/08/2015\)](http://www.ibe.org.k(13/08/2015))

Clark-Carter, D. 2004. *Quantitative psychological research: a Student's Handbook*. Hove: Psychology, Taylor & Francis.

Cloete, J.J.N. 1994. *Administration & Management*. (9th). Pretoria: Van Schaik.

Cook, M. 1998. *Personnel Selection: Adding Values through People*. (3rd Ed) Chichester: John Wiley & Sons Ltd.

Cronin, P., Ryan, F. and Michael Coughlan, M. 2007. *Undertaking a literature Review: A step-by-step approach*. Dublin University: Trinity College

Degenaar, W. 2005. *The development of a model that incorporates ethics in the recruitment and selection processes*. Pretoria: University of Pretoria [MAGISTER COMMERCII].

Disoloane, V.P.P. 2012. *Reception of a code of conduct at the Capricorn district municipality in the Limpopo province*: University of South Africa (Doctor of literature and philosophy public administration).

De Vos, A.S. 2002. *Research at Grass Roots: for the social sciences and human service professions*. (2nd Ed). Pretoria: Van Schaik.

De Vos, A.S., Strydom, H., Fouche; C.B & Delpport, C.S.L. 2014. *Research at Grassroots: For the social sciences and human service professions* (4th Ed). Pretoria: Van Schaik

Delport, C.S.L & Roestenburg, W.J.H. 2014. *Quantitative data-collection methods: questionnaires, checklists, structured interview schedules*. De Vos, A.S, Strydom, H., Fouche, C.B & Delport, C.S.L. 2014. *Research at Grassroots: For the social sciences and human service professions* (4th Ed). Pretoria: Van Schaik.

Ellen Taylor-Powell Marcus Renner. 2003. *Analyzing Qualitative Data Program Development & Evaluation*. University of Wisconsin-Extension: Cooperative Extension Madison, Wisconsin.

Erasmus, B., Swanepoel, B., Schenk, H., van der Westhuizen. E. & Wessels, J.S. 2008. *South African Human Resource Management for Public Sector*. Cape Town: Juta & Co.Ltd.

Fouche, C.B. & Bartley, A. 2014. *Quantitative data analysis an interpretation*. De Vos, A.S., Strydom, H., Fouche, C.B & Delport, C.S.L. 2014. *Research at Grassroots: For the social sciences and human service professions* (4th Ed).Pretoria: Van Schaik.

Garbers, J.G. (ed).1996. *Effective research in the human sciences*. Pretoria: Van Schaik.

Greef, M. 2014. *Information collection interviewing*. De vos, A.S., Strydom, H., Fouche, C.B. & Delport, and C.S.L. *Research at Grassroots: For the social sciences and human service professions* (4th Ed). Pretoria: Van Schaik (307-328).

Gijana, A.P. 2011. *Assessing challenges in public appointments and recruitment processes in Chris Hani district municipality: a case study of human resource department in lukhanji local municipality (2008 -2010)*. Cape Town: University of Fort Hare. (MPA).

Heery, E. & Noon, M. 2001. "e-recruitment", *Dictionary of human resource management*. Oxford University Press: Oxford.

Hox, J.J & Boeije, H.R. 2005. *Data Collection, Primary vs Secondary*. Utrecht University: Utrecht University.

International Labour Organisation, 2008. *The Labour Principles of the United Nations Global Compact: A guide for Business*. Geneva

Ivankova, N.V., Cresswell, J.W. & Plano Clark, V. L. 2013. Foundations and approaches to mixed methods research. (In Maree (ed), *First Steps in Research*. Pretoria: Van Schaik. (256-282).

Little Oxford English Dictionary. 9th Ed. 2006. United States: Oxford University Press.

McGovern, C. 2014-2015. Policy on Plagiarism for UCD of Medicine and Medical Science. Dublin: University College Dublin.

Maree, K. & van der Westhuizen. 2013. Planning a research proposal. (In Maree (ed), *First Steps in Research*. Pretoria: Van Schaik. (24-44).

Maree, K. (ed). 2013. *First Steps in Research*. Pretoria. Van Schaik.

Moeti, K. 2014. *Public Finance Fundamentals*. (2nd Ed). Cape Town: Juta & Co.

Maynooth University. 2006. *Recruitment and Selection Procedures*. Maynooth National University of Ireland: Maynooth.

Mbatha, J.S. 2005. *The ethical dilemmas of whistle-blowing and corruption in the South African Public Sector*. Empangeni: University of Zululand. (Doctor of .Admin Thesis).

Mhonderwa, B. 2016. Ethical hiring brings success. *The Herald*, 6 June 2016, p.1.

Miles, M.B., Huberman, A.M. 1994. *An expanded source book: Qualitative data analysis* (2nd Ed.). London: Sage Publishers.

Mpehle, Z. 2010. *Multipurpose Centres as a primary vehicle in service delivery: Trends and challenges*. University of Kwazulu Natal: Durban: (Doctor of Administration).

Mpehle, Z. 2011. Black Economic Empowerment in South Africa: Reality or illusion? *Administratio Publica*. (3) September 2011. (40-153).

Mondy, R.W., Noe, R.M. & Premeaux, S.R. 2002. *Human Resource Management*. (8th Ed).New Jersey: Prentice Hall.

Mondy, R.W. 2010. *Human resource management*. (11th Ed). New Jersey: Prentice Hall.

Mouton, J. 2013. *How to succeed in your Master's & Doctoral Studies*. Pretoria: Van Schaik.

Motsoeneng R.P. 2011. *Recruitment Policies and Practices in DPSA*. University of South Africa: University of South Africa. (Unpublished Master of Arts dissertation).

Murray D, 1997.*Ethics in Organisations: values- codes- strategies-Action*. Coopers.

Nel, P.S., Gerber, van Dyk, P.S., Haasbroek, G.D., Schultz H.B., Sono, T. & Werner, A. 2001. *Human Resource Management* (5th Ed).Cape Town: Oxford University Press.

Nel, P.S.2002. *Employment law impacting on employment relationships*. Nel, P.S Gerber, van Dyk, P.S., Haasbroek, G.D., Schultz H.B., Sono, T. & Werner, A. 2002. *Human Resource Management* (7th Ed). Cape Town: Oxford University (92-130).

Nel, P.S., Gerber, van Dyk, P.S., Haasbroek, G.D., Schultz H.B., Sono, T. & Werner, A. 2008. *Human Resource Management* (7th Ed).Cape Town: Oxford University Press.

Neuman, W.L. 2000. *Social Research Methods: Qualitative and Quantitative Approaches*. London: Allyn and Bacon.

Niewenhuis, J. 2013. Qualitative research designs and data gathering techniques. (In Maree (ed). *First Steps in Research*. Pretoria: Van Schaik. (70-93).

Patton, M.Q. 2002. *How to Use Qualitative Methods in Evaluation*. London: Sage Publications.

Phago, K.G. 2014. *Acquisition and assimilation of employees into the workplace*. Mello, D.M. (Ed). *Managing human capital in the public sector*. Pretoria: Van Schaik (37-51).

Rees, G. & French, R. 2010. *Leading, Managing and Developing People. Recruitment and selection*. (3rd Ed). London: Chartered Institute of Personnel and Development.

Report of the Portfolio Committee on HS ON Budget Vote 31: HS and on Strategic Plans, 2013/14-2015/16 and Annual Performance Plans 2013-2014, dated 15 May 2013.

Republic of South Africa. 1925. *The Minimum Wage Act of 1925*. Pretoria: Government Printers.

Republic of South Africa. 1996. *The Constitution of the Republic of South Africa*. Pretoria: Government Printers.

Republic of South Africa. 1996. *Public Service Act, 1994*. Pretoria: Government Printers.

Republic of South Africa. *Labour Relations Act, 1995*. Pretoria: Government Printers.

Republic of South Africa. 1997. *Basic Conditions of Employment Act of 1997*. Pretoria: Government Printers.

Republic of South Africa. 1998. *Employment Equity Act 1998*. Pretoria: Government Printers.

Republic of South Africa. Public Service Commission. 2002. *Explanatory manual on the Code of Conduct for the public service*. (1stEd). Pretoria: Creda Communications.

Republic of South Africa. *White Paper on Human Resource Management in the Public Services 1997*. Pretoria: Government Printers.

Schoeman, C. 2014. *Ethical recruitment and selection play a significant role in creating an ethical environment in the company. Recruit and select in an ethical manner*. Available www.ethicsmonitor.co.za, p 38 06 | 2014 | www.hr future.net Cynthia.

Sebola, M.P. 2014. *Ethics in the South African Public Service: A Paradox of Culture, Politics and Ethics in the World of Work*. University of Limpopo. South Africa. (3): 295-304.

Soanes, C. & Hawker, S. (Eds). 2005. *Compact Oxford Dictionary for University and College Students*. (3rd Ed). New York: Oxford University Press.

SMS Handbook for the Public Service, chapter 6 .Ethics and Conduct 1/12/2003.

South Africa. *Mpumalanga Department of Human Settlements*. 2009. Recruitment and selection policy: Mbombela: Department of Human Settlements.

South African Press Association. 2012. *MP Human Settlements Department reshuffled* (15 November 2012)

South Africa. *Mpumalanga Department of Human Settlements*. 2015. Service Standards: Mbombela: Department of Human Settlements.

Terre Blanche, Durrheim & Painter 2009. *Research in Practice: Applied methods for the social sciences*. University of Kwazulu Natal: Juta & Co Ltd.

Thebe, T.P. 2014. *A comprehensive human resource recruitment and selection model: the case of the Department of Justice and Constitutional Development*. Potchefstroom Campus of the North-West University (Doctor Philosophiae).

Tsebe, M.J. 2011. *The role of ethical principles in promoting efficient service delivery at the Department of Education in the Capricorn District of Limpopo Province*. University of Limpopo. (MPA).

United Nations Global Compact Office. March 2007. www.unglobalcompact.org....
Visited 26 May 2015

United Nations Global Compact Communication Progress 2014. Labor Standards. France: Teleperformance Group Inc.

United Nations. 2000. *Professionalism and Ethics in the Public Service: Issues and Practices in Selected Regions*. New York: Department of Economic and Social Affairs.

Van der Waldt, G. & du Toit, D.F.P. 2002. *Managing for excellence in the Public Sector*. (2nd Ed). Cape Town: Juta & Co, Ltd.

Van Rooyen, H.J.N .2013. *Investigate corruption*: Centurion: HJN Training.

Welman, C., Kruger, F. & Mitchell, B 2005. *Research methodology*. Cape Town: Oxford University Press Southern Africa.

Welman, C., Kruger, F. & Mitchell, B 2009. *Research methodology*. (3rd Ed). Cape Town: Oxford University Press Southern Africa.

Wessels, J.S. & Pauw, J.C. 1999. *Reflective Public Administration: Views from the South*. Cape Town: Oxford University.

Zikhali, L.B. 2005. *The Ethics of Transparency in the Public Service*. University of Zululand: Durban: (Master of Public Administration).

ANNEXURE A:

**INTERVIEW SCHEDULE GUIDELINE DIRECTED TO OFFICIALS OF THE
MPUMALANGA DEPARTMENT OF HUMAN SETTLEMENTS:**

**ETHICS IN PERSONNEL RECRUITMENT AND SELECTION PROCESSES IN THE
DEPARTMENT OF HUMAN SETTLEMENTS, MPUMALANGA PROVINCE**

The aim of the study was to determine if the Mpumalanga Department of Human Settlements adheres to ethics in its recruitment and selection processes as stipulated by various legislations. The ethics include recruiting and selection of relevant people with relevant qualifications, skills, and competencies in a fair and unbiased manner by following the right procedures.

Dear Sir/Madam

Please answer the questions to the best of your ability. Your accurate and objective response in answering questions is of vital importance as it will be used to ascertain whether the Department has strategies in place to enhance ethical standards in the recruitment and selection processes of personnel;

The study further seeks to investigate if the recruiting and selection processes are adhered to as per the relevant policies and legislations.

**NB: THE INFORMATION YOU GIVE WILL BE TREATED WITH HIGH
CONFIDENTIALITY. IT IS THEREFORE NOT NECESSARY TO GIVE YOUR
PARTICULARS IF YOU WISH TO REMAIN ANONYMOUS.**

A. Biographical Details:

1. What position do you hold within the Department?

Manager	Senior Manager	Chief Director	General Manager	Other specify
01	02	03	04	05

2. For how long have you been working within that position?

1-5 years	5-10	5-10 years	10-15 years	Other specify
01	02	03	04	05

3. Educational Level

Matric	Diploma	Junior Degree	Senior Degree	Other
01	02	03	04	05

4. Age

18-30	31-40	41-50	51-60	> 60
01	02	03	04	05

5. What is your understanding on personnel recruitment and selection processes.

Explain:

6. Do you know of any strategies that enhance ethical standards in recruitment and selection of employees within the Department?

YES	NO

Please explain your answer

7. Do officials abide by those strategies that enhance ethical standards in recruitment and selection of employees within the Department?

YES	NO

Please explain your answer

8. Can you say that the officials involved in recruitment and selection of employees follow the ethical standards/guidelines associated with recruitment and selection of employees?

YES	NO
-----	----

--	--

9. Please explain your answer in relation to question 8

10. Do you know of legislations governing recruitment and selection of employees for public service?

YES	NO

11. If your answer is yes to question 10 above, what are the legislations you are familiar with?

12. Do officials tasked with recruitment and selection adheres to those legislations governing recruitment and selection of employees for public service?

YES	NO

Please explain your answer

13. In personnel recruitment and selection of employees, do panel members consider qualifications and skills for selection?

YES	NO

Please explain your answer

14. Does the Department take into consideration experiences of candidates in recruitment and selection of employees?

YES	NO

Please explain your answer

15. What is the role of the panel members tasked with recruitment and selection of employees?

Explain:

16. Do the panel members tasked with recruitment and selection processes of employees practice fairness throughout the processes?

YES	NO

Please explain your answer

17. Have you ever been involved in recruitment and selection of employees?

YES	NO

18. If your answer is YES in question 17 above how is your involvement in recruitment and selection of employees?

Explain:

19. What are your experiences during your involvement in recruitment and selection processes of employees as far as ethics are concerned within the Department?

Explain:

20. What are the ethical challenges associated with recruitment and selection processes of employees within the Department?

Please explain your answer

Thank you for your cooperation

ANNEXURE B: QUESTIONNAIRE: TO MPUMALANGA DEPARTMENT OF HUMAN SETTLEMENTS EMPLOYEES.

THIS QUESTIONNAIRE HAS BEEN PREPARED FOR A RESEARCH PROJECT UNDERTAKEN TO FULFILL THE REQUIREMENTS OF A MASTER'S DEGREE IN PUBLIC ADMINISTRATION AT THE UNIVERSITY OF LIMPOPO (TURFLOOP GRADUATE SCHOOL OF LEADERSHIP).

ETHICS IN PERSONNEL RECRUITMENT AND SELECTION PROCESSES IN THE DEPARTMENT OF HUMAN SETTLEMENTS, MPUMALANGA PROVINCE

Dear Sir/ Madam

This questionnaire is aimed at determining if the Mpumalanga Department of Human Settlements has strategies in place to enhance ethical standards in the recruitment and selection processes of personnel; and to investigate if the recruiting and selection processes are adhered to as per the relevant policies and legislations.

Note: The questionnaire is completed anonymously and the information provided will be treated as highly confidential and only intended for the purpose of the study.

PART 1: PERSONAL INFORMATION: PLEASE TICK WHERE APPLICABLE

1. Occupation

Admin Officer	Senior Admin Officer	Assistant Director	Manager	Other: Please specify

2. Level of Education

None	Primary	Secondary	Tertiary	Other: Please
------	---------	-----------	----------	---------------

				specify
01	02	03	04	

3. Race

African	Coloured	White	Indian	Other: Please specify
01	02	03	04	

4. Age

18-30	31-45	46-55	56-65	Other: Please specify
01	02	03	04	05

5. Gender

Male	Female

PART 2: STRATEGIES/POLICIES IN THE MPUMALANGA DEPARTMENT OF HUMAN SETTLEMENTS TO ENHANCE ETHICAL STANDARD IN RECRUITMENT AND SELECTION PROCESSES OF PERSONNEL

6. Does the Department have strategies/policies in place that deals with ethical standards for recruitment and selection processes?

Strongly agree	Agree	Not sure/ Uncertain	Disagree	Strongly disagree
01	02	03	04	05

Explain:

7. Who is involved in recruitment and selection of employees within the Department?

Admin Officers	Assistant Directors	Managers/Deputy Directors	Senior Managers/ Directors	Other/ specify
01	02	03	04	05

8. Do you know the reason or reasons of the involvement of the employees mentioned in Question 7 in the recruitment and selection of employees?

YES	NO

Explain:

9. Do all employees who are involved as panel members for recruitment and selection follow ethical conduct during the processes?

Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
01	02	03	04	05

Explain:

10. Are you usually involved in the recruitment and selection processes within the Department?

YES	NO

11. If your answer is YES on question no 9, how is your involvement during those processes?

PART 3: ADHERENCE/ COMPLIANCE: TO RECRUITMENT AND SELECTION PROCESSES, RELEVANT POLICIES AND LEGISLATIONS

12. Do you know of any prescribed processes that must be followed in recruitment and selection of personnel?

YES	NO

Explain:

13. Have you ever been subjected to any training regarding the recruitment and selection processes?

YES	NO

14. If your answer is YES on question 12, what was the training about?

Explain:

15. According to your knowledge, do you think the recruitment and selection policies are being followed or implemented within the Department?

Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
01	02	03	04	05

Explain:

16. Do you think the adherence to policies and ethical processes in recruitment and selection processes of employees need to improve?

YES	NO

If the answer is yes, please provide suggestions

Explain:

17. In your view, do you think the recruitment and selection processes by panel members are fair within the Department?

YES	NO

Explain:

18. What is your view on Nepotism and favouritism during recruitment and selection processes of employees?

Explain:

19. Are there any consequences for employees who do not follow procedures or policies during the recruitment and selection processes?

YES	NO

If your answer is YES what are those consequences?

Explain:

20. Do you think that the panel tasked with recruitment and selection processes of employees consider candidates with skills, relevant qualifications and experience for selection purposes?

Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
01	02	03	04	05

Explain:

21. In your opinion, does the Department recruit and appoint the right people with relevant qualifications, skills and experience to the post advertised?

Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
01	02	03	04	05

22. Any additional comments

THANK YOU FOR YOUR COOPERATION



human settlements
MPUMALANGA PROVINCE
 REPUBLIC OF SOUTH AFRICA

Building No 6 & 7, No 7 Government Boulevard, Riverside Park, Extension 2
 Mbombela, Mpumalanga, Private Bag X11328, Mbombela, 1200
 Tel: +27 (13) 766 6058, Fax: +27 (13) 766 6441

Litiko
 Lekuhlaliswa Kwabantu

Departement van
 Menslike Nedersettings

UmNyango
 Wokuhlaliswa Kwabantu

Enq : T.M Manyange
 Tel : 6077


Mr. S.E.B MATSEBULA
 ACTING HEAD OF DEPARTMENT
 Department of Human Settlements
 Private Bag X 11328
 NELSPRUIT
 1200

Dear Mr. S.E.B Matsebula

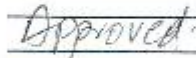
SUBJECT: REQUEST TO CONDUCT RESEARCH WITHIN THE DEPARTMENT FOR THE PURPOSE OF DISSERTATION: T.M MANYANGE-PERSAL NO 82375658


I Tsakani Mavis Manyange, an employee of the Mpumalanga Department of Human Settlements and an Acting Deputy Director within the Employee Relations and People Management Unit would like to request permission to conduct a research within the Department. I am currently registered for my Master of Public Administration at University of Limpopo (Turloop Graduate School of Leadership), and I am a bursary holder within the Department. The requirement to acquire this qualification also requires a student to conduct research, the title of the research is as follows: **Ethics in recruitment and selection processes: a case of the Department of Human Settlements in the Mpumalanga Province, South Africa.** I therefore request permission to conduct such research.

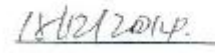
Hope my request will be granted


 MS. T.M MANYANGE

ACTING DEPUTY DIRECTOR: EMPLOYEE RELATIONS




 MR. S.E.B-MATSEBULA
 ACTING HEAD OF DEPARTMENT


 DATE



ANNEXURE D: PARTICIPANTS' CONSENT

CONSENT: TO MPUMALANGA DEPARTMENT OF HUMAN SETTLEMENTS EMPLOYEES.

THESE QUESTIONS ARE PREPARED BY TSAKANI MAVIS MANYANGE FOR A RESEARCH PROJECT UNDERTAKEN TO FULFILL THE REQUIREMENTS OF A MASTER'S DEGREE IN PUBLIC ADMINISTRATION AT THE UNIVERSITY OF LIMPOPO (TURFLOOP GRADUATE SCHOOL OF LEADERSHIP).

ETHICS IN PERSONNEL RECRUITMENT AND SELECTION PROCESSES IN THE DEPARTMENT OF HUMAN SETTLEMENTS, MPUMALANGA PROVINCE

Dear participants

This study is aimed at determining if the Mpumalanga Department of Human Settlements has strategies in place to enhance ethical standards in the recruitment and selection processes of personnel; and to investigate if the recruiting and selection processes are adhered to as per the relevant policies and legislations.

NB: THE INFORMATION YOU GIVE WILL BE TREATED WITH HIGH CONFIDENTIALITY. IT IS THEREFORE NOT NECESSARY TO GIVE YOUR PARTICULARS IF YOU WISH TO REMAIN ANONYMOUS.

I hereby consent to participate in the study

PARTICIPANTS' SIGNATURE

DATE

5 Tanager Estate
Dunn Road
Glenmarais
Kempton Park
Date: 13 June 2016

TO WHOM IT MAY CONCERN

This letter serves to confirm that I, Shodi Nyawo, have edited the research report of Tsakani Manyonge, as required by the University.

Editing forms part of the core services that I render as a freelance consultant; and my areas of specialisation include:

- Research (Business and Academic)
- Curriculum design and development
- Policy and Strategy development
- Monitoring and evaluation
- Knowledge management
- Human Resource Management

Should you need further information in this regard, please feel free to contact me at:

Cell: 063 125 5340
Business: 063 44 99 576
Email: shodinyawo@gmail.com

I am available between 8:30 am and 5:00 pm – Monday to Friday.

Yours faithfully
Shodi Nyawo

